



STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES OF WORK-LIFE BALANCE AND LABOR RELATIONS AND ITS PREVALENCE ON SELECTED FILIPINO FIRMS

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ABSTRACT

Various practices have already been established to promote the value of Strategic Human Resource Management in organizations. The HR function is now considered as a strategic tool in the formulation and implementation of organizational strategies to attain its objectives. The function of work before which was a matter of necessity and survival has evolved encouraging organizations to create and establish new standards that will encourage employee retention and personal satisfaction. Studies in the US and Europe have already been made to test the effectiveness of good SHRM practices. This study will help readers find out the prevalence of such practices under Philippine setting. 30 selected Filipino firms were chosen as subjects for this study with specific aspects relating to work-life balance and labor relations practices. To determine its prevalence on the mentioned companies is the main objective of this study.

Keywords : Strategic Human Resource Management, Work-life Balance, Labor Relations, Resource-Based View of the Firm

I. INTRODUCTION

Strategic Human Resource Management (SHRM) has thoroughly been a subject of discussion in both academic and business circles, for the past decades now. For what has started as just a plain employee or worker function being addressed by most organizations, today in the presence of advanced technology, innovation and globalization in world economics, the importance of the workforce has turned out to be not just as a minor but one of the major items for consideration. There is a realization, that human resource capital is one of the most important elements to be considered to enable companies to gain advantage over all other organizations. Most of the principles or ideas of SHRM are from the works done in the US and other highly industrialized countries. This paper tries to recognize and determine the prevalence of strategic HRM practices – specifically on work life balance and labor relations attributes, based on Philippine setting. Philippine firms have

shown explicable ways of promoting these efforts and have given a relative importance in treating this subject with biggest concern. Related similar studies and researches have been

made by both public and private sectors. Related policies, legislations or enactments have been established by government to show that it too is defining the importance of the human resource aspect. To prove this, is to search the truthfulness of the actions being done to incorporate the utilization and mobilization on the subject by determining particularly on whether Philippine firms are indeed putting their efforts on SHRM in its organizations. Multi-respondent surveys of 30 organizations are analyzed and the responses yielded a variety of HRM variables relating to the above related topics.

II. STATEMENT OF THE PROBLEM

SHRM enhances productivity and the effectiveness of organizations. Its implementation has proven that when



organizations employ such practices, these would build up its capacity to achieve goals and objectives. With SHRM, we utilize resources (people or workforce) to achieve company goals and all managers at every level must concern themselves with HRM by identifying the functions that should be highly considered and the external factors that would affect it ranging from legal considerations, the labor market, society unions, shareholders, technology, or economy (Mondy 2010). In an organization, the HR function is a strategic partner in the formulation and implementation of the company's strategies on HR activities such as recruiting, selecting, training and rewarding personnel (Rana Sinha). As a pattern of planned human resource activities intended to enable an organization to achieve its goals (Wright and McMahan 1992), SHRM is further characterized by increasing globalization, greater organizational complexity, market competitiveness and cutting-edge information communication technology (Inyang 2010). It is based on HRM principles, which integrate the concept of business strategy which refers to "the pattern of organizational moves and managerial techniques or approaches used to attain organization objectives and to pursue the organization's mission" (Tichy, Fombrun, & Devanna, 1982:47).

Various practices have already been established to promote the value of SHRM in organizations. Work-life balance and good labor relations are just among those provided by companies. The presence of these practices is not overwhelmingly common under the Philippine setting. Unlike in the US and Europe, work-life balance and labor relations are well practiced most especially during the past decade. Its implementation has proven to be very beneficial to organizations. The function of work, before which was a matter of necessity and survival, has changed throughout the world maybe due to economic conditions. Work has evolved through the years and the needs and conditions of the workforce have also changed so that it can be considered not only as a necessity but a source of personal satisfaction as well.

Based upon the preceding overview given, up to what extent do Filipino firms show that SHRM is actually being practiced or implemented in their organizations? Do work-life balance programs and good labor relations exist in these firms to provide an advantage to its employers?

III. OBJECTIVES OF THE STUDY

The underlying purpose of this research is to contribute a descriptive view on how different Filipino firms have shown the importance of SHRM in their respective companies. This paper tries to contribute to the discussion by understanding the presence of strategic HRM practices – specifically on work life balance and labor relations attributes, based on Philippine setting to enhance corporate performance and to achieve company goals and objectives. In summary, the study would undertake the following:

- 1) To determine the prevalence of SHRM practices on the different organizations or companies under study, specifically on work-life balance (family welfare, sports and recreational programs) and labor relations (management support and dispute resolution).
- 2) To determine the extent to which government programs promote these standards in terms not only of domestic concern but also in terms of global interaction.

IV. SIGNIFICANCE OF THE STUDY

This study would like to help the readers be aware of the importance and relevance of effective SHRM practices in today's genre of workforce that leads organizational firms to recognize competition not only in terms of goods or products, but competition to acquire and retain a productive, trained and skillful workforce. Training on skills and development and on-going learning processes are a main concern for most Filipino firms and organizations in these times. But it is sad to note that there are still a lot of



Filipino firms that will not accept its significance.

For many decades now, the Philippines have been one of the main sources of human capital worldwide. A number of multinational companies (car manufacturing, exporting, pharmaceuticals, ship management and crewing/manning company) have been entering this country, which led to good employment opportunities and wider investments and their presence proves beneficial to the country. The government shows its support by providing its citizens with the necessary equipment (trainings, educational opportunities, etc) and by establishing laws, policies and directing governmental agencies that are involved with the Human Resources aspect to protect these workers. Most organizations have been thriving of setting up quality standards to its internal workforce by starting to re-invent their HRM practices. Such practices varies and this study tries to find out whether such practices are being implemented or applied by Filipino firms and in order to demonstrate this, the researcher has specifically selected work-life balance and labor relations. Based on this general idea, its existence is considered highly relevant to provide information or affirmation that indeed organizations saw the likelihood of SHRM practices in achieving its goals. This advantage relates to the value of the workforce, of whom all activities in the company relies on and the benefits that the organization can derive from implementing these practices.

V. SCOPE AND DELIMITATIONS OF THE STUDY

This paper tries to contribute to the discussion by determining the presence of strategic HRM practices – specifically on work-life balance and labor relations attributes, on Filipino firms that will enhance corporate performance and to achieve competitive advantage. Philippine firms involved in this study have shown explicable ways of promoting these efforts and have given a relative importance in treating this subject with biggest

concern. To examine this, is to validate the actions being done to incorporate the utilization and mobilization on the subject and by determining particularly on whether Philippine firms are indeed putting their efforts on SHRM in its organizations. A survey on 30 organizations is analyzed and the responses yielded a variety of HRM variables relating to the above related topics. Although an extensive review has been conducted on these firms, the specific aspects that were included were based upon what is commonly seen as applicable under Philippine setting and the type of organization setting was delimited in this study. That specific views and issues were submitted for questions on employees are all based upon the questionnaire, making results and findings of this study reliable to help answer and satisfy the objectives laid upon and help answer the problems and questions raised.

VI. REVIEW OF RELATED LITERATURE

The review of related literature specified in this study facilitates the purpose to where we can explore or explain the significance of SHRM and its presence on Philippine firms. It would promote further an understanding of the conceptual framework of this study. Similar and related studies were noted to help show that SHRM is a subject that needs to be undertaken and viewed to be important in order to gain competitive advantage and explain its global importance. It includes the concerns, issues and the role of government regulation. A discussion or overview on the way firms, not just in the Philippines but globally as well is provided.

VI.1. Strategic Human Resource Management

Similar studies has been made to illustrate the significance of SHRM, its benefits and barriers and the HR practitioner's role in the effective planning and implementation of policies and decisions that can adopt or adjust to business changes (Kumar). Training and development is a vital strategy in human resource management and found to be one of the factors that stimulate innovation, which in turn,



steer the companies to gain a competitive advantage (Edralin 2007). In another perspective, human resources should adjust the role it performs by knowing what is desirable and achievable most especially in these times where globalization is the name of the game (Reilly 2012). In Reilly's analysis, HR should approach the drive to uniformity of HR policy and practice with caution; and should proceed on a case by case basis judging the costs and benefits of harmonization in the light of the particular policy and circumstances. A more radical new approach towards organizational development is by enabling its workforce to be themselves as persons and achieve fulfillment in the process towards achieving company's goals (Little 2012). Adding to it is attracting the best talent, linking employee engagement, motivation and productivity, delivering sustainable change, adopting a broader measure of success, underperformance across business and removing obstacles in order to realize potential. Another study has shown that many organizations have realized that proper management of their skill and competence base is the key to their survival and profitability in the knowledge economy.

VI.2. Work-life Balance

Work-life Balance is a broad concept including proper prioritizing between "work" (career and ambition) on one hand and "life" (Health, pleasure, leisure, family and spiritual development) on the other. Organizations and companies have already begun to realize the importance of this attribute to the productivity and creativity of its employees. Such work-life balance programs can be seen sometimes on the human resources front like recruitment which serves as an effective marketing method of attracting employees. Effective work-life programs can help develop a mutually beneficial relationship between employers and employees. Employees who are better able to balance the demands on their time are more satisfied and content. This in turns leads to real benefits for the employer in terms of productivity gains, lowered turnover rate, a stronger team spirit, and loyalty to the

employer. Operationally, a lower turnover rate leads to reduction in new employee training costs, as well as the more elusive costs associated with informal training that existing employees provide to new team members. In a research made by Kenexa Research Institute in 2007, it has shown that those employees who were more favorable toward their organization's efforts to support work-life balance indicated a much lower intent to leave the organization, has given pride in their organization, and has shown the willingness to recommend it as a place to work with a high overall job satisfaction. According to an article in Bloomberg Businessweek on a research by its Corporate Executive Board among more than 50,000 global workers, it is now the second most important driver of employee attraction and commitment next to compensation in the workplace attributes. And employees who feel they have a better work-life balance tend to work 21% harder than those that don't. In 2006, 53% of the employees felt they had a good work-life balance and that number fell to 30% in the first quarter of 2009. Some organizations recognize that the most appreciated service they can provide their employees is the "gift of time" and the right work-life programs can offer an advantage in recruiting, retention, productivity and customer service levels - and as a result profitability.

Demands of job interfere with work and family life (Drago 2009). This statement signifies an ultimate condition that requires to be addressed by firms and can be an underlying factor that needs to be considered in order to achieve maximum potential and performance from its human resources. In this very interesting book by Drago, questions like, "How can it be that work-family conflict appears to be more prevalent for workers in the very salaried positions, often considered to be "good" jobs, with greater access to work-life support practices in organizations" or "Is not flexibility more than just an instrument to reduce the gaps, but also an end in itself? Several best practices have already been observed or present among firms to help alleviate this common condition ranging from



the individual workgroup to the community level. Helping employees to achieve a healthy balance between their professional and domestic lives is an important aspect of human-resource management and a possible source of competitive advantage (Han and Zhao 2012). Job security and decent remuneration for its employees can also be an important aspect of work-life balance, on the basis that a stable income provides a family with security and flexibility at a time of economic uncertainty. The existence of a stable monthly pay and perks; family-supportive supervisors; family-friendly colleagues; professional-development programs; child-related support programs; and physical health and psychological well being programs is of great importance as well. In a related study, Kondrad and Mangel (2000) examined the adoption of work-life programs and the impact of work-life programs on firm productivity on 658 organizations across the nation. The research suggests that the productivity impact of work-life programs may be dependent on the type of workers employed by the firm. Those firms employing higher percentages of professionals and higher percentages of women showed a stronger relationship between the provision of extensive work-life benefits and productivity. Firms relying on a relatively large percentage of professionals appear to benefit from the provision of work-life benefits. Bagastos (2011) on the other hand outlined the concept of Quality of Work Life (QWL) which has been well recognized as multi-dimensional construct from workplace conditions and environments. These conditions cover family-work balance, job security and job stress, satisfactory physical surroundings, job safety, satisfactory working hours and others. Determining QWL involves interplay between and among workers, job content and job context and is a perceptual undertaking influenced by personal characteristics of persons who determine it. Measuring the extent of QWL in the organization is done through the level of satisfaction employees experience using a given set of data of variables that are appropriate and useful in their situation.

VI.3. Labor Relations

Labor relation is the study and practice of managing unionized employment situations like labor unions and labor movements. In the academic world it is a subarea within industrial relations that is often included in many disciplines like economics, sociology, history, law, and political science. However labor relation in practice is frequently an attribute within human resource management which typically covers labor laws, union organizing, bargaining, or contract administration. In the United States, labor relations in the private sector are regulated by the National Labor Relations Act, while public sector labor relations are regulated by the Civil Service Reform Act of 1978 and other laws depending upon state legislation. In other countries, labor relations are regulated by law or tradition. In the Philippines, labor relations is regulated by the National Labor Relations Commission (NLRC), a quasi-judicial agency attached to the Department of Labor and Employment (DOLE), which is mandated to adjudicate labor and management disputes involving both local and overseas workers through compulsory arbitration and alternative modes of dispute resolution.

There is a popular belief that for organizations (and countries) to be economically prosperous they require a highly flexible industrial relations framework in which to operate and that provides minimal protection for employees (Davis 2011). In the research conducted by Davis, new data from the World Bank's Rigidity of Employment Index published in 2011 with a list of 183 countries ranked on their labor laws and expert commentary was used to assess the validity of the above-mentioned belief. It proceeds with the view that human-resource specialists, through the decisions they make, can contribute to their organizations' competitiveness irrespective of the legislative framework in which they must operate. The issue on labor relations is a global concern. Business organizations have to manage this undeniable presence because it reflects the true outcome of



its existence, success, stability, and competitiveness which in turn becomes profitability and sustainability in any given industry. Doellgast, Holtgrewe and Deery (2009) conducted a study analyzing the relationships among national institutions, collective bargaining arrangements, and job quality in call center workplaces, using establishment-level survey data obtained in 2003-2006. The data obtained for the study represents five European coordinated market economies (CMEs) (Austria, Denmark, France, Germany, and Sweden) and three liberal economies (LMEs) (Canada, the United States, and the United Kingdom). Similarly, Zhu, Warner and Feng (2011) analyzed the changing role of the Chinese trade union movement vis-à-vis the earlier system of “industrial relations” which is seen as changing into a system of “employment relations” but “with Chinese characteristics”. The paper gives its readers a look at more recent developments and concerns, including the emerging role of unions in foreign-owned enterprises, the development of union membership among migrant workers, the trend toward direct election of union leaders, and the unions’ participation in – and promotion of the development of new labor regulations. Green (2008) initiated a discussion by tackling questions which traced broad contours of trade union history as a context in which to analyze the strategic and organizational crisis of the official labor as a result of expanded struggle by an expanded global working class, and the movement of anti-systemic conflicts beyond the plane for which the trade union organization was prepared. McCartin (2007) expressly posed questions about the nature of labor’s current problems, the strategies that have been advanced by the rival federations to deal with those problems, and the way labor is framing its vision for its members and other workers.

VI.4. Government’s Involvement vis-à-vis Labor Relations

The government plays a very significant role by adopting innovative policies and practices as well as reform measures to ensure

achievement of addressing the issue on labor relations. The Philippine government has established several bodies and agencies to handle all sorts of activities relative to labor or industrial relations. Since its creation, the NLRC has instituted various measures and has continuously Pursued reforms in labor and employment that will improve the services and address the twin problems of delay in the disposition of cases and perception of graft and corruption.

The Bureau of Labor Relations and the Labor Relations Divisions in the regional offices of the Department of Labor, have original and exclusive authority to act, at their own initiative or upon request of either or both parties, on all inter-union and intra-union conflicts, and all disputes, grievances or problems arising from or affecting labor-management relations in all workplaces, whether agricultural or non-agricultural, except those arising from the implementation or interpretation of collective bargaining agreements which shall be the subject of grievance procedure and/or voluntary arbitration. To date the bureau continues its mandate to develop policies, programs, projects, operation guidelines and standards relative to labor-management relations. According to the statistics given by the Bureau of Labor Relations, Labor Organization Division, as of June 2011 there are 42,394 existing Unions, Worker’s Associations with over 2,792,795 reported members. Collective Bargaining Agreements (CBAs) totaled 1,428 with 230,115 members.

The Philippines is considered as one of the largest if not the biggest supplier of human resources in the world. An Overseas Filipino Worker (OFW) both land based and sea based can be seen or hired worldwide. Precisely so, that our government saw the need to establish a body which will administer to the protection of these workers and that our workers will be protected from job exploitation, have warranted and guaranteed employment and other matters. The Phil. Overseas Employment Administration (POEA) was established by the government and has been for the past years since its creation been administering to the function of human resources



management together with all the other related offices like DOLE, OWWA, etc. for the Philippine government. Any or all employment contract that passes through this country has to be certified by the POEA. Therefore, any or all transactions made between a foreign employer and domestic recruitment agency or crewing and Ship Management Company should pass through the POEA. Based on POEA statistics, there are over 1.4 million OFWs employed or hired worldwide for the year 2010 and every year that number is growing. The strategic human resource management for all these OFWs is placed in the hands of the different agencies – recruitment agencies and crewing/ship management companies which are licensed by the POEA to handle the sourcing and documentation requirements or any other related technical and employment matters.

Under the new administration of Pres. Aquino III, a Labor and Employment Policy Reforms and Program Implementation for the first 100 days were initiated for DOLE. This program contains the 22-point labor and employment policy agenda of the new president with the over-arching goal of investing in our country's top resource, our human resource, to make us more competitive and employable while promoting industrial peace based on social justice. The reforms cover the three major policy and program areas under the mandate of DOLE: employment facilitation, workers' welfare and protection, and labor relations. They also include preparatory steps and action plan for the proposed labor law review that will modernize the Labor Code and re-align its provisions to labor market realities of the 21st century globalized economy. Under labor relations two approaches were to be implemented focusing on a package of reforms in labor arbitration and adjudication system pursuant to the 22-point labor and employment agenda of the President. First is the reform in the existing system by ensuring transparency, efficiency and integrity in the labor dispute settlement system and second the major reform is the de-judicialization of the labor dispute settlement system through Alternative Dispute Resolution (ADR)

mechanisms using mandatory conciliation-mediation of all labor cases in the DOLE and industry-based conciliation-mediation by the Industry Tripartite Councils' members. The package of reforms has the support of the sectors as expressed in National Tripartite Industrial Peace Council Resolution No.3, Series of 2010. In addition, the DOLE is pursuing the Government commitments to the International Labor Organization and the US Trade Representatives on labor rights issues. Specifically these reforms include:

1. 30-day Mandatory Conciliation-Mediation of All Labor Cases.
2. Grievance Settlement and Voluntary Arbitration
3. Industry Tripartite Councils and Voluntary Codes of Good Industry Practices.
4. Inclusive Tripartism and Social Dialogue.
5. Enhanced Labor Education Program for Workers and Employers.
6. Simplifying PRC Case Adjudication Proceedings
7. Project Speedy and Efficient Disposition (SpeED) 25 of Labor Cases.
8. Posting of Status of Labor Cases in the DOLE website.
9. National and Agency-Level Tripartite Efficiency and Integrity Boards.
10. Labor Code Review
11. ILO and USTR on Labor Rights Issues.

VII. THEORETICAL FRAMEWORK

For some time now, critics have argued that SHRM lacks a sound theoretical framework. A few theoretical models have been promoted or discussed that can help give a better understanding of strategic determinants of human resource practices. In order to present a better model that would give a clear description of the variables of interest and their interrelationship to SHRM theory and research, a good theory should be focused on the determinants of decisions about human resource practices, the composition of the human capital resource pool (skills and abilities), specify required human resource behaviors and effectiveness of decisions given on various

business strategies and competitive situations. SHRM is a business tool that needs the design of having the employees and workforce to work hand in hand with management level.

Anchoring on this, this study has relied on the framework (see Figure 1 below) upon the theory of a resource-based view of the firm which emphasizes that a firm utilizes its resources and capabilities to create a competitive advantage that ultimately results in superior value creation.



Figure 1 – Theoretical Framework

The resource-based view of the firm focuses primarily on the relationships among strategy, HR practices, and the HR capital pool. The firm's resources and capabilities together form its distinctive competencies. These competencies enable innovation, efficiency, quality, and customer responsiveness, all of which can be leveraged to create an advantage. This advantage then enables the firm to create superior importance for its customers and superior profits for itself.

VIII. CONCEPTUAL FRAMEWORK

The concept framed up in this research will help show the relationship of the practices being used or present among the different Filipino firms, organizations and companies included in this research specifically in relation to Work-life balance and Labor relations towards achieving company goals (See Figure 2 below). According to the resource-based view, in order to develop an advantage, the firm must have resources and capabilities that are superior to those of its competitors. Without this superiority, the competitors simply could replicate what the firm was doing and any advantage quickly would disappear (Porter).



Figure 2 – Conceptual Framework

The preceding figure will further explain that the basic attributes for work-life balance and labor relations are strongly adhered to or implemented by the different firms included in this research. SHRM practices applied by these firms are supported and do concur with actual policies, regulations present and legislated by domestic and international standards. The study will aid to suggest that strategic human resource management plays a significant role in achieving the organizational goals to improve business performance and to gain advantage either globally or locally.

IX. OPERATIONAL FRAMEWORK

The operational framework of this study represents (see Figure 3 below) a process where advantage can be created by analyzing specific activities of the different 30 Filipino firms. The main value chain activities were supported by activities relating to technology development, firm infrastructure and most importantly human resource management. The study can help show how prevalence is determined or shown based on

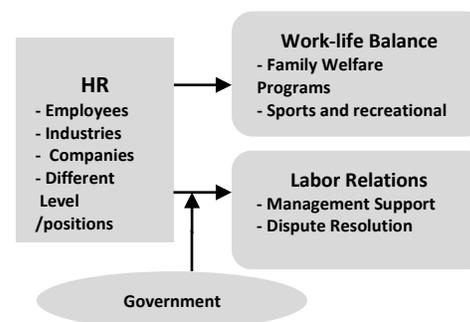


Figure 3 – Operational Framework



identified resources and capabilities of the Filipino firms included in the study, and the results, whereby following the theoretical and conceptual frameworks placed. It indicates how government plays a significant role to support the business industry and likewise show the extent of business being managed according to global standards. Since SHRM is the main focus of this study and explaining its existence in Filipino firms, we treat people or human resources as the main subject.

Different situational activities were provided in the questionnaire employed in this study to give a better representation of the purpose or objective that this research was conducted upon and will aid to support the significance presented in the study. As previously mentioned, this study has expounded upon the HRM practices specifically on work-life balance and labor relations of different Filipino firms (shipping companies, crewing companies, manufacturing and others)

X. HYPOTHESIS

The study will test the following hypotheses:

Hypothesis 1- The implementation of HRM practices on work-life balance is high.

Hypothesis 2- The implementation of HRM practices on labor relations is high.

XI. OPERATIONAL DEFINITIONS

Resources - are the firm-specific assets useful for creating a cost or differentiation advantage and that few competitors can acquire easily. Examples may be patents and trademarks, proprietary know-how, installed customer base, reputation of the firm, brand equity (Porter).

Human Resources - in this study refers to the employees, the different industries and companies and the various levels/positions held.

Strategic Human Resource Management - the activities associated with recruiting, development, and compensation of employees.

Work-life Balance – refers to the programs implemented by the selected Filipino firms, that is Family Welfare Programs and Sports and recreational programs.

Labor Relations – refers to the activities and actions relating to employee labor relations, which is divided into two main areas namely: Management Support and Harmonious Dispute Resolution

XII. METHODOLOGY

A descriptive study was conducted to determine the employees’ perception on the company’s ability to implement policies and programs that would promote employee welfare. A personal survey was conducted among 1,899 employees in 30 different Philippine companies. In order to test the effectiveness of the underlying objective of this research the variety of the type of organizational structures was delimited. The survey was conducted through a distribution of questionnaire which consists of 87 questions and respondents of the study that holds various positions in the company. Respondents were selected via convenience sampling. The following table (See Table 1) illustrates the rating scheme used by the respondents in answering the questionnaire.

Table 1

| Score | Implementation |
|-----------|------------------------------|
| 1.00-1.83 | Poorly Implemented |
| 1.84-2.67 | Fairly Implemented |
| 2.68-3.51 | Moderately Implemented |
| 3.52-4.35 | Extensively Implemented |
| 4.36-5.00 | Very Extensively Implemented |

All in all, the study tackles 87 variables, which are grouped into 12 major categories: leadership, employee experience, training and development, high performance culture,



performance management, high potential identification, compensation, benefits, recruitment, effective communication, work life balance, and labor relations.

The average rating of each company for each variable was computed in order to condense the company’s employees’ ratings into a single figure. The collaborated data was then analyzed – one variable at a time – to determine how well they were implemented, and to detect whether there is a general trend among the companies. The same diagnoses were done for the whole category.

XIII. RESULTS AND DISCUSSION

As described earlier, 30 selected Filipino firms were used in this study to enable the researcher to justify and test the objectives placed. As such all the results and discussions that follows gave a representation on the prevalence of SHRM practices specifically on work-life balance and labor relations that these firms and organizations may have employed. The selected firms in this study represent different business industries, purpose of which is to determine or test whether indeed practices are already common. Out of the 30 selected firms, 11 are represented by various crewing and ship management companies; various manufacturing companies are counted at 7 participants; 4 Hospitals; and the remaining 8 are involved with different industries. Table 2 below summarizes in detail the companies and the type of industry.

Table 2

| Name of Company | Type of Industry |
|-----------------|---|
| BMC | Ship Manning/Crewing Agency |
| BSM | Ship Manning/Crewing Agency |
| Churakawa | Automotive and Motorcycle Products Ind. |
| DESMARK | Retailing Business |
| DR. UY | Hospital |
| E&R | Hospital |
| EPSILON | Ship Manning/Crewing Agency |
| EVIC | Ship Manning/Crewing Agency |
| Golden Beret | Security and Allied Services |
| Granex | Coconut Oil Manufacturer |

| | |
|--------------------|------------------------------|
| ILPI | Light and Power Distribution |
| INC | Ship Manning/Crewing Agency |
| Liwayway Marketing | Food Manufacturing |
| MAMSAR | Construction company |
| MMC | Ship Manning/Crewing Agency |
| OLPMC | Hospital |
| OSM | Ship Manning/Crewing Agency |
| PHILPHOS | Chemical Manufacturing |
| POBAR | Ship Manning/Crewing Agency |
| RCBC | Bank |
| RDF | Food Manufacturing |
| SC(M) | Ship Manning/Crewing Agency |
| SMMCHI | Hospital |
| SOLPIA | Ship Manning/Crewing Agency |
| Sterling Global | Call Center |
| Tita Fannie's | Restaurant |
| Top-tech Mfg | Tool Manufacturing |
| TRANS | Ship Manning/Crewing Agency |
| Tri-R Allied | Automotive Retail Industry |
| UNILAB | Pharmaceutical company |

XIII.1. Work-life Balance

There are two aspects that the company needs to comply to before which the employees could say that work-life balance is being practiced at the workplace. First is whether the company offers family welfare programs. These are activities that facilitate in enhancing and harnessing family and working relationships. The second is whether the company offers sports and recreational programs. These are activities wherein employees could engage in physical activities and showcase their talents in sports, at the same time, being able to bond with the other employees and build remarkable qualities such as unity, teamwork, and cooperation.

It is noteworthy to mention that in general, work life balance is somehow well-practiced in the companies. In particular, 23 out of the 30 surveyed in the study companies said that work-life balance is extensively implemented in their corresponding workplaces while one claimed that it is very extensively practiced. Among the eight remaining companies, five said that work-life balance is



moderately implemented in their workplace while one found it only fairly implemented.

Looking more closely at each variable, it would be noticed that between family programs and sports programs, companies generally give more importance to holding family programs. As generated from the data, 23 out of the 30 companies said that family welfare programs are extensively implemented or very extensively implemented in their workplace, while only 20 out of the 30 companies said that sports programs are extensively or very extensively implemented in their workplace.

Some extreme cases observed in the data tabulation were that of Unilab, which generated “very extensively implemented” ratings for both variables under the work-life balance category, and E&R, which only generated “fairly implemented” ratings for both variables under the work-life balance category. Figure 4 shown in next page shows the graphic representation of the summary of results on the average scores given by the companies on each aspect and on the Work-Life Balance category as a whole.

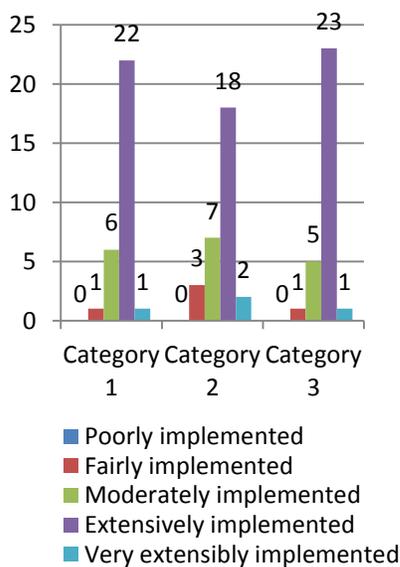


Figure 4

Description of Categories:

Category 1 - The company offers family welfare programs by providing activities that enhance working and family relationships

Category 2 - The company offers sports programs.

Category 3 –Overall mean on Work Life Balance

XIII.2. Labor Relations

Overall, good labor relations are well-practiced in the companies. In particular, 21 out of the 30 companies surveyed under the study said that Labor relations are extensively implemented in their corresponding workplaces. Among the nine remaining companies, six said that labor relations is moderately implemented in their workplace, and one said it is very extensively implemented while the remaining two said that it is only fairly implemented.

Some extreme cases observed in the data tabulation were that of ILPI, which generated a “very extensively implemented” rating for all the six variables under the labor relations category, and Golden Beret which generated ratings close to very extensively implemented. On the other extreme, Dr Uy and E&R only generated two and one “extensively implemented” rating, respectively, while the ratings for the other variables go down to as low as poorly implemented. Figure 5 illustrates a graphic representation of the summary of the average scores given by the companies on each aspect and on the Labor Relations category as a whole.

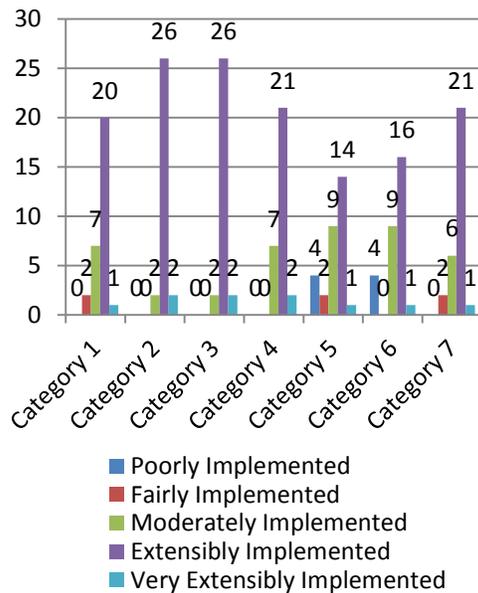


Figure 5

The overall Labor Relations category was subdivided into two major parts namely, Management Support and Harmonious Dispute Resolution.

Description of categories:

Category 1 - The company recognizes the right of employees to self-organization

Category 2 - The company strictly follows the law regarding labor relations.

Category 3 - The company ensures that due process and sanctions are extended to alleged employer-employee violators

Category 4 - The Company considers both formal and informal modes of grievance machinery as an avenue for consultation.

Category 5 - The management and the union close the CBAs based on reasonable compromise and mutual respect.

Category 6 - The company advocates education on human rights, labor code, work attitudes, family and health care in the CBA.

Category 7 – Overall Mean on Labor Relations

XIII.2.1. Labor Relations: Management Support

The Management Support basically tackles whether the actions and practices being undergone in the workplace are consistent with what is legal, both morally and constitutionally. Specifically, this division is concerned whether the company recognizes the right of employees to self-organization and if it strictly follows the law regarding labor relations. Based on the data, it could be safely concluded that good labor relations is really being practiced well as 24 out of the 30 surveyed companies found good labor relations (management support in particular) being extensively implemented in their workplaces. 20 out of the 30 said that the recognition of the employees’ rights is extensively implemented while 26 out of the 30 said that the abidance of the law is extensively implemented. Thus, it could be safely concluded that in general, between the two aspects, companies give more priority to the abidance of the law than to the recognition of their employees’ rights. With regards to the Management Support division, the data revealed that special attention should be given to OLPMC, the lowest-rated company in the whole study, which gave a rating lower than “extensively implemented” to both variables under the Management Support division. Specifically, it said that recognition of employees’ rights is only fairly implemented, while the abidance of the law is only moderately implemented. It gave the management support an overall rating of 2.8, which is equivalent to moderately implemented. Figure 6 below illustrates a summary of the average scores given by the companies on each aspect and on the Management Support division as a whole.

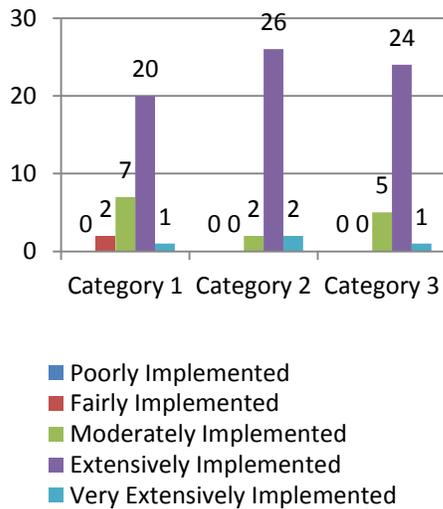


Figure 6

Description of Categories:

Category 1 - The company recognizes the right of employees to self-organization

Category 2 - The company strictly follows the law regarding labor relations.

Category 3 - Overall Mean for Management Support

XIII.2.2. Labor Relations: Harmonious Dispute Resolution

The other division of the Labor Relations category, the Harmonious Dispute Resolution division, basically tackles how misunderstandings, chaos, etc. are being handled by the appropriate division in the workplace. In general, it basically looks at whether the company is able to ensure that due process and sanctions are extended to alleged employer-employee violators, the company considers both formal and informal modes of grievance machinery as an avenue for consultation, the management and the union close the CBAs based on reasonable compromise and mutual respect, and whether the company advocates

education on human rights, labor code, work attitudes, family and health care in the CBA. The data generated from the survey could not reveal any generalization for the condition of all companies as only 20 out of the 30 companies said that labor relations is at least extensively implemented in their corresponding workplaces. Among the ten remaining companies, one said that it is very extensively implemented; six said that harmonious dispute resolution is moderately implemented in their workplace while three said that it is only fairly implemented. Among the variables tackling harmonious dispute resolution, it could be seen that ensuring that due process and sanctions are extended to alleged employer-employee violators is being practiced best by the companies – supported by an “extensively implemented” rating from 26 out of the 30 companies. On the other hand, it could also be seen that closing of the CBAs based on reasonable compromise and mutual respect is being practiced the least or the worst with only 14 companies saying that is at least being extensively implemented. With regards to the Harmonious Dispute Resolution division, the data revealed that special attention should be given to Desmark, Dr. Uy, E&R, and MAMSAR, as these were the only companies that generated overall ratings lower than “extensively implemented” in the Harmonious Dispute Resolution division. Figure 7 exhibits a summary of the average scores given by the companies on each aspect and on the Harmonious Dispute Resolution division as a whole.

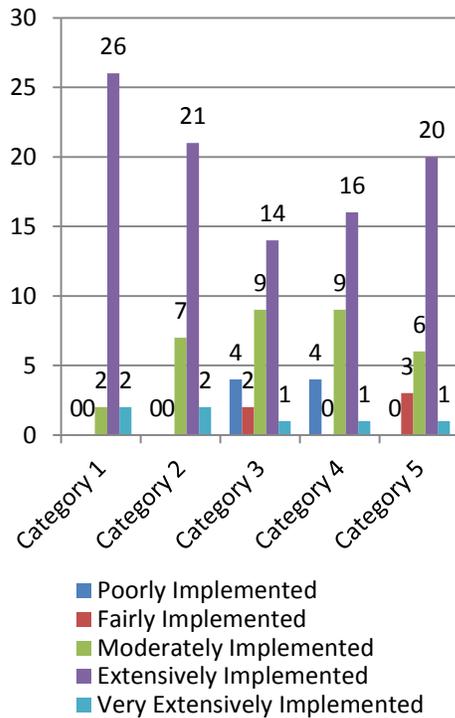


Figure 7

Description of Categories:

Category 1 - The company ensures that due process and sanctions are extended to alleged employer-employee violators

Category 2 - The company considers both formal and informal modes of grievance machinery as an avenue for consultation.

Category 3 - The management and the union close the CBAs based on reasonable compromise and mutual respect.

Category 4 - The company advocates education on human rights, labor code, work attitudes, family and health care in the CBA.

Category 5 – Overall Mean for Harmonious Dispute Resolution

XIV. IMPLICATION OF THE STUDY

The study has successfully shown that SHRM practices are practiced in some organizations and it implies a favorable willingness by management of these 30 Filipino firms to protect the welfare of its workforce. In

most instances it has always been work-life balance which generated higher results meaning to say that indeed these companies saw the value of providing special attention on the well-being of its employees not only in terms of work-relation but also on the personal aspects of an employee’s life outside of the workplace. These companies also carefully consider protection of employee rights and implements government regulations and policies in its operations. Although, no generalization was given in the statistical results with regards to labor relations, more than half of the 30 firms have shown that it practices good labor relations with the workforce. Based on this study, there could be a high probability that more Filipino firms are indeed putting their efforts to commence what could be a very profitable move in accepting that its human resource should be treated as an important aspect in business strategy. Most of the companies in the study are businesses that have been well-established and successful in its given industry, therefore the relevance of the study made it more apt to amplify the existence of SHRM practices in their respective organizations. This fact can make an impressive awareness that where some has succeeded others will be inspired and motivated to follow.

XV. CONCLUSION

Based on the statistical results of the study, it was generally found that both work life balance and labor relations are very prevalent and based on the calculations of the company’s rating in the different aspects of its employee management. Although the study was based only upon the cooperation of these 30 Filipino firms, it has satisfied the curiosity of the researcher in testing on whether indeed these SHRM practices are carefully observed. However, not all variables under the mentioned categories were found to be the same when ordinal logistic regression was performed in more detail.

XVI. RECOMMENDATION

For other sectors who intend to pursue further this study, it is recommended to, first, use



a probabilistic method of sampling (i.e., simple random sampling, stratified random sampling, interval sampling, cluster sampling, or multi-stage sampling) so that the sample that would be generated would be representative or would be as close as possible to the real situation/condition of the target population. Furthermore, it is also recommended to explore possibilities of variable interaction in order to determine whether the effect of a certain variable would change if the level of another variable was also changed.

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