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PASCN Discussion Paper No. 2001-14

**Assessing the Situation of Women Working
in CALABARZON**

Divina M. Edralin



The *PASCN Discussion Paper Series* constitutes studies that are preliminary and subject to further revisions and review. They are being circulated in a limited number of copies only for purposes of soliciting comments and suggestions for further refinements.

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De La Salle University-Manila

December 2001

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Abstract

This paper aimed to assess the situation of women working in the CALABARZON in terms of their: (1) recruitment and selection; (2) working conditions; (3) compensation; (4) development; (5) special working conditions; (6) health, dental, and occupational safety; (7) labor relations; (8) post employment; (9) the impact of globalization on their socio-economic life; and (10) the significant differences in their situation based on the characteristics of their company.

Using descriptive, comparative, and evaluative research designs, a survey among 172 firms registered with PEZA operating in the economic zones in Cavite, Laguna, and Batangas was conducted. A total of 327 respondents, composed of 219 women workers and 108 management representatives, were interviewed or answered the questionnaire. Both descriptive and non-parametric statistics (One-Way Anova and Chi-square Tests) were used to analyze the data.

Results showed that majority of the women workers got employed as a walk-in applicant. They perform their jobs six (6) days a week for an average of eight working hours per day. They received a monthly salary ranging from P2,000 to P12,000 per month. Results further showed that many of the women workers claim that they are given training opportunities by their firm. Since the women workers started working in their enterprise, the majority have only been promoted once, mostly one step higher within the rank and file levels, rather than moving up to managerial level. Very few women however, have experienced discrimination. Among these few cases perceived discriminations are related to education, civil status, gender, age, and economic status.

The study showed that there is a relatively low level of adoption of the provision for women facilities, family planning services, health, dental and occupational safety measures for the protection of women in the CALABARZON companies. Only a handful of the firms in the CALABARZON are unionized. On post-employment condition, analysis indicated that the number one reason for termination is serious misconduct or willfull disobedience by the women worker of the lawful orders of the employer or its representatives in connection with work.

Only 57 out of 219 women workers opined that their economic and social lives are affected by globalization, while 162 believe that it has no effect on their lives at all.

Finally, women workers' situations did not differ significantly, whether they are Filipino-owned or not, and whether they are export or domestic-oriented. This means that globalization has not fully improved the working conditions of women, and firms in the EPZs have not truly performed their corporate social responsibility in protecting the rights and welfare of women in the workplace.

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Assessing the Situation of Women Working in the CALABARZON®

“Globalization must have a “human face” and help improve the daily lives of the 1.3 billion people worldwide who live on less than \$1 a day.”

- J. Wolfensohn, World Bank President

1. Background of the Study

1.1 Globalization in Retrospect

Globalization, the latest and most popular buzzword at the turn of the 21st century, is a reality of the world and its evidence can be seen everywhere. As a term, globalization is variously defined by different people all over the world. However, the prime characteristic common to all of them is the dimension of change. As Rosenau (1997) noted, globalization is the transformation of practices and norms that is changing humankind's preoccupation with territoriality and the traditional arrangements of the state system. It encompasses pervasive complexities and contradictions that have the potential both to enlarge and to degrade our humanity.

As of the start of the new millennium, globalization has been coupled with technological advances, progress in techniques of communication and transportation, expansion of industrialization throughout the developing world, and rapid increase in international financial activity (Mears, 1995). An example of this is the expansion and growth of international trade which rose to an estimated \$6.5 trillion and which made commerce pivotal to economic growth (PDI, 1999, c.f. ILO Report). This is also clearly evidenced by the significant increase in foreign exchange transactions and international bond issues over the span of the past ten years (Hayami, 2000).

Moreover, according to Griswold (2000), global exports, as a share of global domestic product, have increased from 14 percent in 1970 to 24 percent today, and the growth of trade has consistently outpaced growth in global output. (Greenspan, 1998). In the United States, the ratio of two-way trade and investment income flows as a share of GDP has roughly tripled since the 1960s. Annual global flows of foreign direct investment surged to a record \$400 billion in 1997, with 37 percent directed to less developed countries (LDCs), up from 7 percent in 1990 (UN, WIR, 1998). In the 1970s, daily foreign exchange transactions averaged \$10 billion to \$20 billion; today, the average daily activity has reached more than \$1.5 trillion (UN, Human Development Report, 1999).

Globalization: Pains and Gains

Globalization, as an international trend, brings with it both positive and brings with it both positive and negative impacts on the various aspect human existence. On

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the brighter side, Griswold (2000) puts forth at least three fundamental blessings on nations that embrace globalization: faster economic growth, reductions in poverty, and more fertile soil for democracy.

Economic Growth. *The greatest beneficiaries of globalization are the long-suffering consumers in those nations that had been "protected" from global competition. Globalization expands the range of choice, improves product quality, and exerts downward pressure on prices. It delivers an immediate gain to workers by raising the real value of their wages. It transfers wealth from formerly protected producers to newly liberated consumers, with the gains to consumers exceeding the loss to producers because the deadweight losses to the economy are recaptured through efficiency gains.*

Reduction in Poverty. *Globalization offers hope to the world's poorest. Just as more open trade tends to promote economic growth, growth in turn leads to poverty reduction. A World Bank study found that periods of sustained economic growth are almost always accompanied by reductions in poverty. Specifically, the study found that poverty fell in 77 of the 88 decade-long periods of growth covered by the survey. The greatest reductions in poverty in the last twenty years have occurred in nations that have moved decisively toward openness and domestic liberalization. The most spectacular gains have been realized in East Asia. Between 1993 and 1996, the number of people living in absolute poverty--what the World Bank defines as less than \$ 1 per day--declined in the region, from 432 million to 267 million. In China alone, the number of poor people so defined fell by 150 million between 1990 and 1997. The 1997-98 financial crisis that began in East Asia brought a temporary halt to this progress, but poverty rates in the hardest-hit countries--Korea, Thailand, and Indonesia--have begun to decline back toward their pre-crisis levels. Globally, the number of people living in absolute poverty has declined in the 1990s to an estimated 1.2 billion in 1998.*

Fertile Soil for Democracy. *By raising the general standard of living, free trade helps people achieve higher levels of education and gain access to alternative sources of information. It helps create a larger and more independently minded middle class that can form the backbone of more representative forms of government. The wealth created from expanded trade can help nurture and sustain civil institutions that can offer ideas and influence outside government. Engagement in the global economy exposes citizens to new ideas and new social and business arrangements. In his book *Business as a Calling*, Michael Novak explains the linkage with what he calls "the wedge theory": Capitalist practices, runs the theory, bring contact with the ideas and practices of the free societies, generate the economic growth that gives political confidence to a rising middle class, and raise up successful business leaders who come to*

represent a political alternative to military or party leaders. In short, capitalist firms wedge a democratic camel's nose under the authoritarian tent.

Aside from the economic roots and political consequences of globalization, it has also brought into focus the power of culture in this global environment. Current trends that fall under globalization are accelerating a process that has taken place throughout history as discrete groups have become familiar with one another, allied, and commingled, ultimately becoming more alike (Rothkop, 1997).

Rothkop (1997) further asserts that the drivers of today's rapid globalization are improving methods and systems of international transportation, devising revolutionary and innovative information technologies and services, and dominating the international commerce in services and ideas. Their impact affects lifestyles, religion, language, and every other component of culture. Much has been written about the role of information technologies and services in this process. Today, 15 major U.S. telecommunications companies, including giants like Motorola, Loral Space & Communications, and Teledesic (a joint project of Microsoft's Bill Gates and cellular pioneer Craig McCaw), offer competing plans that will encircle the globe with a constellation of satellites and will enable anyone anywhere to communicate instantly with anyone elsewhere without an established telecommunications infrastructure on the ground near either the sender or the recipient (Loral puts the cost of such a call at around \$ 3 per minute). Technology is not only transforming the world; it is creating its own metaphors as well. Satellites carrying television signals now enable people on opposite sides of the globe to be exposed regularly to a wide range of cultural stimuli. Russian viewers are hooked on Latin soap operas, and Middle Eastern leaders have cited CNN as a prime source for even local news. The Internet is an increasingly global phenomenon with active development under way on every continent.

However, the advance of globalization has not been a smooth or a pain-free process. The changes it has caused, or perceived to have caused, have spurred a political backlash--dramatically evident in the street protests that plagued the WTO ministerial in Seattle. Two of the most common complaints against globalization are that it has undermined labor and environmental standards, and that it has exacerbated the gap between rich and poor, both among and within countries (Griswold, 2000).

Critics of globalization warn of a destructive "race to the bottom," as advanced nations are forced to weaken labor and environmental standards to compete with less-regulated producers in developing nations. This means corporations, particularly transnational corporations (TNCs), taking investment wherever labor is cheapest and most productive and the growing plight of unskilled labor (Carr, 1998). In this regard, big multinational or national retail chains, such as Wal-Mart, The Gap and Toys'R Us in the United States, Metro group AG in Germany, Carrefour SA and Pinault-Printemps-Redoute in France, and Ito-Yokado in Japan, today rank among the largest businesses in many industrialized countries (PDI, 1999, c.f. ILO report). Consequently, globalization

had depended upon the de-unionization of labor worldwide and the depression of wages (Grossholtz, 1999).

Environmental threats. Some environmental activists complain that the global trading system, as embodied in the WTO, favors free trade at the expense of environmental protection. But WTO rules place no restraints on the ability of a member government to impose any environmental regulations determined to be necessary to protect its own environment from domestically produced or imported products. Article XX of the General Agreement on Tariffs and Trade 1994, the basic charter of the WTO, plainly states that members may impose trade restrictions "necessary to protect human, animal, or plant health." The Sanitary and Phytosanitary Agreement of the Uruguay Round does require that such restrictions be based on sound scientific evidence--a commonsense requirement necessary to discourage the use of health and safety issues as a cover for protectionism (Griswold, 2000).

Widening gap between rich and poor. Another challenge to globalization is the perception that economic liberalization has exacerbated the gap between rich and poor countries, and between the rich and poor within countries that have liberalized. The perception that the gap has been growing, both among and within nations, is broadly true. The connection with globalization is much less clear. While some previously poor countries have managed to close the gap with the more advanced economies, a disturbingly large number of countries have fallen further behind. According to the World Bank, the ratio of income per capita in the richest countries compared with that in the poorest rose from 11 in 1870 to 38 in 1960 to 52 in 1985 (Human Development Social Indicators). Concern about the "marginalization" of poor countries in the global economic system has rightly focused on sub-Saharan Africa. Since 1976, the region's share in world trade has fallen from 3 percent to slightly more than 1 percent in the (OECD, Policy, 1990). While the flow of foreign direct investment to LDCs has risen dramatically in the 1990s, sub-Saharan Africa has been almost entirely overlooked (Griswold, 2000).

Globalization, therefore, is not simply an economic issue but also cultural, political, ethical and ecological (World Council of Churches, 1999).

1.2 Women in the Globalization Era

The impact of globalization on women and work varies from one country to another, and in particular differs between industrialized and developing countries (Mears, 1995). As such, globalization has altered and radically created new arrangements in the fundamental structural functional patterns of the socio-economic-political systems of countries in order to cope with its requirements. One significant change that came to fore with globalization, is the feminization of the workforce in certain industries, notably garment and electronics assembly, regardless of the level of development of a country. This means that women entered the workforce in unprecedented numbers in the 1980s and early 1990s. Their income became increasingly important to their families. Moreover, in almost all advanced industrialized nations, women's participation in the

economy has also changed dramatically in both volume and composition. Particularly pervasive is the increase in the number of married women entering or re-entering the labor force during the past decade (Lupri, 1995).

To date, "the share of women in the global labour force is rising and is currently some 35-40 per cent of the total. Women's activity rates have often risen sharply while those of men are often falling slightly. As workers, women and men have a very wide range of identical concerns, but their circumstances and often their positions in the labour force can differ widely, and many labour market policies need an explicit recognition of this gender dimension. First of all, occupational segregation by sex is found worldwide. It takes two forms: horizontal segregation, i.e. the distribution of men and women across occupations (e.g. women as maids and men as truck drivers); and vertical segregation, i.e. men and women in the same occupation but with one sex more likely to be at a higher grade (e.g. women as production workers and men as production supervisors). In fact approximately one-half of all workers are in "gender-dominated" occupations, where at least 80 per cent of the workers are of the same sex.

However, women are employed in a narrower range of occupations than men. Male-dominated, non-agricultural occupations are over seven times as numerous as female-dominated occupations. Among professional and technical occupations women often work as nurses and teachers; they also dominate in clerical and secretarial jobs and in very many service occupations. "Female" occupations tend to be considered less valuable, with lower pay, lower status and fewer advancement possibilities compared to "male" occupations. Female workers are much more likely than male to face competition at work from the other sex. They are also more likely to be employed in smaller rather than large enterprises.

The levels of occupational segregation by sex differ greatly across regions. Asia has the lowest average level of occupational segregation while the Middle East and North Africa have the highest. The level of sex segregation is also relatively high in other developing regions, while OECD member countries and Central and Eastern Europe display average levels. In Europe, differences in the sex segregation of occupations between market economy countries and former command economies have almost disappeared. In Asia the gender dimension seems to have a somewhat different character, and vertical segregation within occupations is more important than elsewhere. But women in Asia, and in other developing countries which have followed export-oriented industrial paths, are more likely to be production workers than women in other developing countries.

Considering the above-mentioned facts, however, occupational segregation worldwide cannot be related to socio-economic development, and differences between countries are primarily explained by regional factors. This strongly implies that social, cultural and historical factors are of paramount importance in determining the extent to which occupations are segmented in relation to the sex of the worker (ILO, 1999).

According to another ILO Report (1999), of the world's female population, over 70% in developed countries and 60% in developing countries are engaged in paid employment. However, sheer numbers do not necessarily imply greater gender equality. The report further indicates the data on the book "Gender: A Partnership of Equals" which shows that:

1. Part time work: Between 65 and 90% of part time workers in industrialized countries are women;
2. Public sector: Women constitute a majority of the workforce in education and health, but hold only 1-2% of jobs in public utilities (water, gas, electricity);
3. Occupational segregation: A majority of workers in the world work in what can legitimately be regarded as "female" or "male" occupations;
4. Export processing zones (EPZs): Between 60 and 90% of workers in EPZs are women, often young and in their first job;
5. Child labour: Some 110 million child workers are girls aged 5 to 14;
6. Trade unions: Despite the fact that women now constitute a significant proportion of union membership - in some sectors 30% to 50% (agriculture, teachers, nurses) - their active participation is still quite limited;
7. Vocational training: Male dominated occupations are seven times more common than female-dominated occupations; and
8. Management jobs: Women represent 40% of the world's labour force but their share of management jobs rarely exceeds 20%, dropping to 2-3% in the largest and most powerful enterprises.

There is no doubt that globalization has an impact on the socio-cultural-economic-political life spheres of the people of the world, both at the individual and national levels. In particular, women in poor Third World countries are most affected by globalization because they do more than 2/3 of the work in their communities. They are the ones who work to meet the basic needs of most of the people in the world, and bear the brunt of current policies of structural adjustments, free trade, and economic integration (Palacios, 1996).

According to the World Bank, women comprise 40% of the world's work force in agriculture, a quarter in industry, and a third in services. While the UN report shows that the world's women contribute 66% of the hours worked each day, they earn only 10% of the world's income and own only 1% of the world's property. It means that of the world's 1.3 billion poor, 70% are women (The Preamble Center for Public Policy, 1997). The Preamble Center for Public Policy also asserts that globalization, as a way to improve global living standards, fails to ameliorate the economic condition of the world's women. The globalization of production has done nothing to create jobs that offer significant opportunities for women's advancement over the long term. Although the

market share of transnationals has increased, they have failed to secure for the majority of women the most basic access to credit, land, capital, and training.

Francisco (1999), in her “Background Paper for AGRA-EAST Workshop on Women and Globalization of the Economy: Gendered Impact on East/Southeast Asia”, indicates that poor rural women who have been eased out of agriculture have been absorbed into “women specific/female prone work”, a phenomenon that has emerged out of NIE strategies of export competitiveness. This type of work is characterized by low pay, labor intensiveness and reliance on low skills and technological know-how. She further cites the analysis of Eviota (1995) which speaks of the problem of Asian women’s de-skilling resulting from their concentration in low-skill production work. Coupled to this is the problem of vulnerability of women’s employment as seen in the disappearance of certain export-oriented companies and their transfer to another NIE country where labor and wage policies are more favorable to increased profit.

On the positive side Dau-Schmidt (200), believes that the globalization of the economy would provide women with more opportunities, limiting the extent to which they can be exploited in bargaining. To the extent that globalization lessens such cultural norms as male-only education, female obedience, and the woman as homemaker undermine women’s will provide women with greater opportunities and improve women’s bargaining position vis-à-vis men. The jobs for women in the globalized sector also seem of limited use in terms of providing women with opportunities during their high need child-rearing years since there seems to be a decided preference on the part of employers for young women without children. Nevertheless, employers in global export industries decidedly prefer female employees, and to the extent that these jobs provide opportunities and skills previously unavailable to women in these industries, they should improve women’s bargaining position with respect to their traditional economic and social relationships.

A second aspect of globalization that will have positive implications for women is the breakdown of local culture and customs.

In the Philippines, as of January 2000, the data of the National Statistics Office show that there are a total of 28.9 million Filipinos who are employed. Of the 28.9 million, about 38% are women workers. The number of women workers in the labor force has increased from 4.8 million in 1978 to 9.97 million in 1993 to 10.86 million in January 2000. In urban areas, women workers account for 41% (5.4 million) of the total employment. According to the Bureau of Labor and Employment Statistics (BLES), in 1997, there are 599,000 women workers in the National Capital Region (NCR) who are employed in establishments employing 10 employees and above. The NCR figures account for 56% of total women workers all over the country or 39% of the total employment (male and female) in NCR.

Labor force participation rate among women is 50% (as compared to men’s 81.8%) and unemployment rate is 9% (as compared to men’s 9.5%). The most common occupation of women in the urban sector is sales worker and in the rural area, women

workers are into agricultural work. Women compose a significant share in employment as compared with men in the following industries (for establishments employing 10 or more workers): (1) Community, Social and Personal services (50% are women workers), (2) Wholesale and Retail Trade (44%), and (3) Manufacturing (51%) (BLES,1997).

1.3 Women in Export Processing Zones (EPZs)

Data compiled from Women in Global Factory (Fuentes and Ehrenreich, 1981) illustrate that during the past 25 years, multinational corporations have relied on women around the world to keep labor costs down and profits up. This transnationalization of capital is characterized by low-skilled, labor intensive jobs which are transferred from developed countries to newly industrializing ones. These industrializing or developing nations follow a path of increasing dependence upon foreign investors and markets and have dropped protective trade barriers to allow for “free flow” of capital and goods across national boundaries. One result of this policy is the conversion of free trade zones into havens for foreign investments or Export Processing Zones (EPZs).

ILO defines EPZs as “industrial zones with special incentives to attract foreign investment, in which imported materials undergo some degree of processing before being exported again.” In some countries, EPZs are indistinguishable from organized, modern business complexes. But in many others they take the form of ring-fenced enclaves of industrial monoculture. No matter what form EPZs take, the free trade, foreign-investment and export-driven ethos of the modern economy has transformed them into “vehicles of globalization.”

The ILO report further states that as global competition for jobs and foreign investment intensifies, Export Processing Zones (EPZs) proliferate worldwide, growing from just a handful a few decades ago to over 850 today.

While acknowledging the huge economic and employment potential of EPZs, the ILO warns that their rise to ubiquity on the global manufacturing scenes poses increasingly serious questions for the world’s 27 million strong EPZ workforce.

The largest number of zones are in North America (320) and Asia (225). But the concentration of EPZs is rising in developing regions, such as the Caribbean (51), Central America (41) and the Middle East (39), and the figures are likely to increase throughout the world. The Philippines, for example, presently has 35 EPZs operating but has approved plans for 83. Refer to Table 1.

Table 1. Distribution of EPZs by region, 1997

Region	No. of Zones	Key Countries
North America	320	United States – 213, Mexico – 107
Central America	41	Honduras – 15, Costa Rica – 9
Caribbean	51	Dominican Republic – 35
South America	41	Columbia – 11, Brazil – 8

Europe	81	Bulgaria – 8, Slovenia – 8
Middle East	39	Turkey – 11, Jordan – 7
Asia	225	China – 124, Philippines – 35, Indonesia – 26
Africa	47	Kenya – 14, Egypt – 6
Pacific	2	Australia – 1, Fiji – 1
Total	874	

Source: WEPZA and ILO.

Currently, the United States and Mexico together, are the most active EPZ operators, with 213 and 107 respectively. Most of the latter are *maquiladora* assembly plants clustered around border cities, such as Tijuana, Ciudad Juarez and Matamores. Maquila plants in these cities are linked to production chains on the US side of the border. Originally established in 1965 as an emergency measure to combat unemployment, the maquila industry today processes exports worth US\$ 5 billion annually, more than 30 percent of total exports from Mexico. Manufacturing investment in the maquila sector is expected to grow in the aftermath of the elimination of tariffs resulting from the North American Free Trade Agreement, particularly in such areas as television and autoparts, clothing and textiles.

Fuentes and Ehrenreich (1981) further note that in Mexico, the Border Industrial Program (BIP) was created, featuring the maquila twin-plant system, which is a free trade zone aimed to supply cheap labor for U.S. manufacturers and provide employment for displaced Mexican workers. The BIP targeted women as sources of cheap factory labor. Women were (and continue to be) considered ideal assembly line workers because they could be paid less than men since their incomes were only treated as supplemental for the survival of their families.

Women are expected to be nimble, docile, and obedient in the workplace. Companies in the maquila zones regularly violate federal labor laws which govern rights to a minimum wage and social security benefits. Many firms require women to sign temporary work agreements, which prevent them from accruing seniority. Employers may also require a medical certificate to prove that a job applicant is not pregnant, eliminating medical expense obligations for maternity care. Moreover, health hazards are a daily occurrence. Sixty percent of the electronic workers are women and they are routinely exposed to toxic chemicals, while common occupational sicknesses, like chronic back problems, asthma, conjunctivities, bronchitis, and brown lung, are experienced by the garment factory workers.

Other countries in the Western hemisphere are increasingly home to EPZs established largely to provide manufactured goods for sale in the US market: the Dominican Republic has 35 EPZs, Honduras-15 and Costa Rica-9. The report cites Costa Rica as a case in point for how smaller, less populous countries can profit from zone strategies. Since 1981, EPZs in Costa Rica have created almost 49,000 jobs, mostly in the garment and electronics sector, which have the added benefit of diversifying the country's exports away from traditional sectors such as bananas and coffee. Nearly 30 percent of all the manufacturing employment in Costa Rica is now generated by enterprises operating in EPZs. The country's unemployment level is down to 5 percent.

In Asia, China alone has 124 EPZs, many on the scale of full-sized urban and industrial developments, complete with community infrastructure, such as education, transport and social services. Bangladesh, Pakistan and Sri Lanka have extensive EPZ strategies.

By the same token, Carr (1998), in her paper on Gender Implications of Globalization, pinpointed the fact that Bangladesh which seized growth opportunities presented by trade liberalization have employed thousands of women in factories producing garments for export. Although this had provided many new jobs for women, they are badly paid, working conditions are not good and there are few, if any, benefits and rights for workers. In spite of these, it is still better than existing alternatives, and undoubtedly, life has been better for many women and their families as a result of rapid growth. Women's hold on these jobs can be short lived, however, as capital moves on whenever and wherever it needs to in order to find even cheaper labour and to maximize profits.

In Africa there are 47 EPZs, 14 of which are in Kenya. In Mauritius, the entire territory has been zoned for export processing and the judicious management of EPZs is probably the major contributing factor to that country's economic growth.

Growth in the "Asian Tiger" economies is also fuelled by EPZs. For three decades, the state of Penang in Malaysia has proven highly effective in attracting quality investment in hi-tech manufacturing, with the number of plants increasing from 31 in 1970 to 743 in 1997, and the number of employees rising from around 3,000 to nearly 200,000 during the same period. Similarly, much of the growth in technological and financial prowess in Singapore developed on the basis of investments and steady productivity increases in EPZs, which succeeded both in raising the quantity and quality of jobs offered and in building the necessary linkages between the domestic and international economies.

Data show that Filipino women have traditionally comprised and continue to make up the majority of the labor force in EPZs where foreign-owned factories are given by the Philippine Government a tax-free and union-free haven. In the Bataan Export Processing Zone, 77% of all workers are women. It is 65.2% in Baguio, 75% in Mactan, and 74% in Cavite. In the garments export industry where labor flexibilization arrangements, such as, sub-contracting prevail, 85% of more than half a million Filipino workers are women (Phil Country Report for Women, cited in Piglas Diwa Vol. 6 No. 4 1998). The national data reflect the regional trend of women comprising 80 percent of workers in the export zones in South and South East Asia (G. Francisco, 2001 cited in Women in the Global Economy, ILOKit, 1998).

The heavy concentration of women in industries operating inside EPZs is by no means an accident nor is it purely the workings of a 'neutral' market. Numerous studies have shown that companies engaged in garments, shoes, electronics, micro-chip, computerized embroidery, and other light manufacturing that entail repetitive assembly line operation requiring good eyesight, dexterity, patience and docility prefer to hire

young and unmarried women workers. A large proportion of these young women are 'raw recruits' or first-time factory workers who came to the economic zone straight from nearby as well as far lying rural areas where their impoverished families depended on agricultural work. They get their first exposure as workers in a tightly guarded environment where the policy of 'industrial peace' is enforced through cooperation among management, representatives of national agencies, and local provincial officials (Francisco, 2001).

The ILO report further asserts that “it is a regrettable feature of many zones that both male and female workers are trapped in low-wage, low-skill jobs. They are viewed as replaceable and their concerns do not receive sufficient attention in labour and social relations.” The workforce in EPZs worldwide is usually female in majority, and in certain activities, notably textiles, garment manufacturing and electronics assembly, women can account for 90 percent or more of the workers.

Furthermore, the ILO report notes that the shortage of appropriate human resource development strategies may well limit the potential for EPZs to improve productivity and upgrade jobs. Labour relations and human resource development remain two of the most problematic aspects of zone functioning. Mechanisms for improving labor standards are often inadequate: “The classic model of labour regulation – with a ‘floor’ or framework of minimum labour standards, and free trade unions and employers coming together to negotiate binding agreements – is extremely rare in EPZs.”

Finally, in another ILO report, trade union organizations strongly criticize special economic zones, claiming they are characterized by low wages and abuse of workers. In an ICFTU report, export processing zones are called concentration camps. In addition, the ICFTU argues that the "Asian miracle" was largely built on the rapid growth of manufacturing industries, mainly light-assembly operations producing for export, and a steady increase in agricultural productivity. According to the ICFTU, most of the region's proliferating export processing zones have been deliberately created to prevent union organization as an incentive to investors. Foreign investors have been able to take advantage of the low pay and manual dexterity of workers. These industries have generated unprecedented employment opportunities for women, which are an escape route from rural poverty. However, working conditions are frequently long, arduous and dangerous. Few of the women keep these low-paid jobs much beyond their twenties, because employers fire those who marry and start a family. (ILO, 2001, cited from ICFTU: The Global Market: Trade Unionism's Greatest Challenge)

1.4 CALABARZON:

CALABARZON is the acronym of five provinces south and east of Metro Manila, namely: (1) Cavite; (2) Laguna; (3) Batangas; (4) Rizal; and (5) Quezon. (Refer to Table 2 for the CALABARZON general profile). These are among the growth centers selected as the major areas for industrialization in the Philippines. CALABARZON, aside from the merit of its proximity to Metro Manila, is considered the country's top investment region. According to Anon (1997; c.f. Peña, 1999), investments pumped into

the region soared to a record high of P122.6 billion in 1997 from P22.6 billion in 1992. The area's annual growth rate posted an average of 250 percent from 1992 to 1997 with a total of P383 billion.

Table 2. CALABARZON Profile

General Information					
<i>Areas of Coverage</i>	<i>Major Urban Centers</i>	<i>Major Economic Activities</i>	<i>Natural Resources</i>	<i>Access to Metro Manila</i>	
<ul style="list-style-type: none"> • Cavite • Laguna • Batangas • Rizal • Quezon 	<ul style="list-style-type: none"> • Cavite • Laguna • Batangas • Rizal • Quezon 	<ul style="list-style-type: none"> • Oil refinery • Manufacturing • Fabrication • Food processing • Power generation • Fishing • Farming 	<ul style="list-style-type: none"> • Region IV island province of Mindoro, Marinduque, and Aurora provide agricultural products such as processed foods, processed fish and shrimp, fruits, vegetables, and fish. Quezon province has marine resources and Batangas has livestock. Overall, human resources abound. 	<ul style="list-style-type: none"> • Accessible through the South Luzon Expressway, Marikina Infanta Road, Coastal Road, Metro Manila Skyway, and Reclamation Road near Coastal Road. 	
Infrastructure					
<i>Road Network</i>	<i>Airport</i>	<i>Major Ports</i>	<i>Telecommunications</i>	<i>Power</i>	<i>Water</i>
<ul style="list-style-type: none"> • (Laguna) • National road: 346 km.; provincial: 2.52 km.; city: 80 km.; municipal: 147 km. 	<ul style="list-style-type: none"> • Ninoy Aquino International Airport 	<ul style="list-style-type: none"> • Batangas; Manila South Harbor 	<ul style="list-style-type: none"> • 12 land-based telephone service operators; three cellular phone operators; two telegraph operators; two door-to-door service couriers; and, three radio broadcast stations 	<ul style="list-style-type: none"> • There are 5 power plants: capacity of power distribution system is 662 megawatts (Laguna). National Power Corporation installed Dasmariñas, Ternate, Rosario, and Tagaytay substations with mva transformers (Cavite) 	<ul style="list-style-type: none"> • Number of water works system: 57 (Laguna); water system managed by DPWH and MWSS (Cavite)
Banking Facilities					
117 Commercial Banks					
Manpower Resources					
Literacy Rate: Laguna: 93.31%					
Educational System/Schools					
678 Primary to Secondary Schools; 20 Colleges; and one University.					
Cost of Doing Business					
<i>Land Values</i>		<i>Wage Rate</i>		<i>Cost of Electricity</i>	
Land values in Laguna and Cavite are around P2,200 per square meter		P 150 per day		Average cost of electricity is P3.00/kwh	

General Information				
<i>Areas of Coverage</i>	<i>Major Urban Centers</i>	<i>Major Economic Activities</i>	<i>Natural Resources</i>	<i>Access to Metro Manila</i>
Peace and Order				
Generally peaceful				
Environmental Concerns				
Laguna Lake pollution from domestic and industries wastes				

Source: FEBTC: CALABARZON. (1999) [Http://www.febtc.com/000001do/001411ca.htm](http://www.febtc.com/000001do/001411ca.htm).

The CALABARZON Project is one of the ambitious programs of the Medium Term Regional Development Plan (MTRDP) of Region IV which was formulated in line with Memorandum Circular dated April 22, 1986 issued by the NEDA Central Office during the term of President Corazon Aquino. This integrated regional development plan, which focuses on agro-industrialization, aims to attract \$1B in investments, generate some 300,000 jobs annually, alleviate poverty, and encourage people and industries to migrate from Metro Manila to the outlying Southern Luzon Provinces.

As of August, 2000 (Refer to Table 3), the public and private economic zones located in CALABARZON and are registered with the PEZA (Philippine Economic Zone Authority) have totaled 517 firms with an aggregate average employment of 177,933. Of the average total employment, 70% are women.

Table 3. Employment in CALABARZON (as of August 2000)

Location	Number of Firms	Average Employment
<i>Public Economic Zones</i>		
Cavite	244	65,164
<i>Private Economic Zones</i>		
Cavite	78	22,884
Laguna	172	85,404
Batangas	23	4,481
TOTAL	517	177,933

Source: PEZA, 2000

The PEZA was also created out of the EPZA. It is a government corporation under a director general whose mission is to contribute to the national effort of accelerating employment generation, particularly in the countryside. In 1999, investments by different nationalities rose to 49% (refer to Table 4).

Table 4. Investment in PEZA by Nationality Classification, January 30 to June 1998 and 1999

New Registered & Expansion/Additional Investment (In million pesos)					
	Jan-Jun 1999	Shares %	Jan-Jun 1998	Shares %	Growth Rate %
American	971.598	0.865	7,207.941	9.528	-86.520
Australian	0.365	0.000	0.000	0.000	100.000

British	6,934.161	6.171	34.577	0.046	19,954.259
Chinese	117.596	0.105	14.382	0.019	717.661
Dutch	0.000	0.000	172.727	0.228	-100.000
Filipino	98,824.559	87.944	38,622.976	51.057	155.870
French	47.250	0.042	97.501	0.129	-51.539
German	5.929	0.005	0.000	0.000	100.000
Indonesia	0.000	0.000	4.264	0.006	-100.000
Japanese	3,765.075	3.351	21,582.680	28.531	-82.555
Korean	273.992	0.244	7.285	0.010	3,661.043
Malaysian	3.916	3.916	3.436	0.005	13.970
Singaporean	1,121.478	0.998	7,663.785	0.000	100.000
Swedish	4.731	0.004	21.758	0.029	-78.256
Swiss	57.551	0.051	0.000	0.000	100.000
Taiwanese	240.911	0.214	76.802	0.102	213.678
Others	3.209	0.003	136.216	0.000	100.000
<i>TOTAL</i>	112,372.321	100.000	75,646.330	100.000	48.550

Source: PEZA, <http://www.netasia.net/users/prs/Jetro-HP/5.htm>

According to the Philippine Star (Go, January 2001) investments in the country's economic zones rose by a dramatic 101 percent to hit PhP 74.056 billion for the whole year of 2000, from PhP 36.819 billion in 1999 due in part to the surge in investments in information technology (IT) enterprises. Philippine Economic Zone Authority (PEZA) Director General Lilia B. de Lima, said the sharp hike in investments in IT-related enterprises and the superior incentives given by the PEZA to locator investors have boosted the over-all performance of the ecozones.

1. New IT enterprises registered in PEZA soared by 1,271 percent with total investment inflow for the 12-month period reaching PhP 1.208 billion.
2. In 1999, IT investment amounted to just PhP 88.084 million for only two enterprises.
3. A total of 11 new enterprises with a projected annual foreign exchange earnings of US\$ 74.894 billion have also registered last year with PEZA. These firms are expected to create jobs for 3,572 Filipinos.
4. Investments for export enterprises amounted to PhP 24.939 billion last year, up by 217 percent from the 1999 level of PhP 7.875 billion. There were 93 new export firms last year with annual foreign exchange earnings seen at US \$ 842.225 million. The new export firms are also seen to generate employment for at least 28,000 workers. (5). In terms of new or expansion projects, a 63 percent hike in total investment was registered with inflows amounting to PhP 40.393 billion from PhP 24.822 billion in 1999. The new and expansion projects totaled 107 with annual export earnings seen at US \$ 2.380 billion. These firms are seen to generate employment for 25,000 workers.

Prior to these current developments, in July 1989, the Philippine government requested the Japan International Cooperation Agency (JICA) to prepare the Master Plan of Calabarzon Development Project. The JICA (1991) final report enumerates these objectives for the project:

- “ (1) To enhance the income level in rural areas by creating employment opportunities in primary agriculture;
- (2) To sustain a high level of growth while maintaining a balance between agriculture and industry by promoting their complementary linkages, improving their industrial structure, and inducing related service activities;
- (3) To promote more equitable development, improve the conditions of `` the urban poor and squatters, uplift the rural people from poverty and realize better distribution of the population and economic wealth; and
- (4) To create a better human environment and increase social capacity for development by protecting/enhancing the natural environment, improving the provision of physical infrastructure and social services, and incorporating socio-cultural values in project planning and implementation.”

Moreover, the project, according to the JICA final report in 1991 (c.f. Peña, 1999), has eight major components which are as follows:

- (1) development of port facilities in Batangas and Quezon;
- (2) construction of highways, roads, railroads and transport facilities;
- (3) establishment of export processing zones and industrial estates;
- (4) development of state-of-the-art telecommunications facilities and power generation and transmission systems;
- (5) urban development;
- (6) promotion of cash crop production, post-harvest facilities and extension programs;
- (7) conduct of manpower training and social development; and
- (8) environmental management.

The CALABARZON Development program is also divided into three phases as follows:

Phase 1 (1990 to 1995): The government plays a major role in expanding existing infrastructure. Labor intensive and export-processing assembly-type industries spontaneously grow, capitalizing on a spillover of cheap labor from neighboring areas.

Phase 2 (1996 to 2000): This will give rise to major expressways providing a sufficient transportation network between Calabarzon and the NCR. Entry of extensive sub-contracting industries reliant on locally produced inputs and expansion of Japanese-Filipino ventures upgrading technology are also expected.

Phase 3 (2001 to 2010): The economy will focus on manufacturing intermediate and capital goods. Calabarzon is thus envisioned to become “industrial base with high technology integration in the Asian Pacific Region,” and Batangas could be “an alternative to Metro Manila as the National industrial Core.”

In all these three phases, industrialization will focus on producing goods cheaply and sold readily in the world market.

In the light of the Calabarzon Development Project implementation, several issues of concern have cropped up, such as involuntary resettlement, environment, and labor. On the issue of labor in Calabarzon, Kimura (1997) found out that the wage level in 1994 in the Calabarzon area (especially in Cavite and Laguna) was P128 per day. But the major problem was not the low level of the minimum wage but that so many workers could not earn the minimum wage, receiving only P90 to P96 per day. Kimura also observed that contract workers in joint venture factories are largely young women in their 20s who had graduated from high school, who used to be housemaids, and were hired only for six (6) months and terminated afterwards in concert, except for a small portion who work well. Other than these workers, there are big numbers of temporary construction workers hired in industrial estates. In Cavite, formation of trade unions and strikes were discouraged notwithstanding the Philippine Constitution of 1987 which guarantees the right of workers to self-organization. Laborers were employed in joint ventures through personal connection, wherein they are requested to promise in writing not to participate in any trade union or any strike. Furthermore, Tijan, Jr. (1998) also reported that in these export processing zones, women have increasingly become wage and salary earners in most cases comprising the majority of employees. They are employed especially in export processing zones only because these firms are in need of people who are capable of repetitive and meticulous work (e.g. electronics subcontractors and garments, particularly embroidery) and want to bring wages even lower.

A recent study of Pineda, Ofreneo, et. al. (1998) on the impact of globalization in the garment industry, as cited in the paper of Aganon (1999) on “Women Workers and Unions in the Formal Sector: Adjusting to the Crisis” reports that firms now resort to satellite arrangements, subcontracting and other forms of flexible labor. It is generally thought that women are suited to flexible work, especially part-time work, because it is appropriate to their traditional role.

Aganon (1999) further reveals that even with the crisis, more and more people are finding jobs in the economic zones, especially in the electronics exports sector which make up the majority of the companies in the economic zones. These electronics firms prefer women because they settle for low wages, their fingers are nimble, they are patient, and docile. The latest sex-disaggregated data illustrate that women comprise 70% to 73% of the workforce in the zones (Aganon, et al. 1997:6). Aganon notes however, that women workers in these economic zones are at risk because aside from the low wages they receive, they also have no security of tenure, their health and safety are endangered, and they do not participate in decision-making. There are no unions in the Mactan and Baguio Zones.

A study of the situation of workers in the Cavite Export Processing Zones CEPZ), conducted by the Workers' Assistance Center, Inc. (WAC, 1996) provides grim realities of workers in an EPZ. The study reports that 34.8 percent of workers interviewed were receiving less than the legally instituted minimum wage of PHP155.00 or US\$3.50. The

same study shows out that a mere 22.82 percent was found to be earning higher than the daily minimum wage. Data such as these dispel the popular notion that wages of women workers in EPZs are always pegged higher than those prevailing in the other production sectors of the domestic economy. In addition, it was reported that various deductions were slapped on the workers' already meager wages. These included deductions for being absent, losing an ID, coming to work without socks, tardiness, for certain supplies in production, such as, thread and scissors, and donations for workers' Christmas parties and bereavement contribution to co-workers (G. Francisco, 2001).

From the International Confederation of Free Trade Unions (ICFTU) report in the internet (Sept., 1999) about the Philippines, it is revealed that young women working in the economic zones are continually harassed. For example, in the Cavite Processing Zone, the 37,000 young women workers there (who make up 75% of the workforce) have to sign a document agreeing to be terminated if they get married. They are forced to work overtime in poor conditions, and frequently develop respiratory problems from inhaling chemicals and dust. Many firms pay well below the minimum wage, delay maternity and other social security payments, and ignore health and safety regulations. Some zones, for example, the Subic Bay special EPZ, has been declared "union free" although a "Labor Center" has been set up to promote in-house company unions. All zones are guarded, and guards routinely prevent government inspectors from entering.

Globalization, clearly, has greatly enhanced women's participation in industrial production with the opening of more labor intensive industries in the various economic zones. However, women laborers also suffer from discriminating policies such as lower wages, poor marketing conditions and lack of security of tenure.

Given these background information, the growing interest to investigate more thoroughly the impact of globalization on women workers, has led this research to probe deeper into the situation of women working in the CALABARZON.

2. Objectives of the Study:

This study is an assessment of the situation of women working in the CALABARZON.

Specifically, the study aims to:

1. present the socio-economic profile of the women working in the CALABARZON;
2. determine how women workers are recruited and selected in the companies;
3. identify the working conditions of women workers based on the following:
 - 3.1 Hours of Work
 - 3.5 Holidays

- | | | | |
|-----|--------------------------|-----|---------------|
| 3.2 | Meal Period | 3.6 | Overtime Work |
| 3.3 | Night Shift Differential | 3.7 | Other Leaves |
| 3.4 | Weekly Rest Period | | |
4. determine the compensation received by women workers in terms of:
 - 4.1 Amount
 - 4.2 Forms of Payment
 - 4.3 Time of payment
 - 4.4 Place of payment
 - 4.5 Deductions
 - 4.6 Other fringe benefits
 - 4.7 Adequacy to meet the needs of their family;

 5. analyze the situation of the women workers in terms of development opportunities related to:
 - 5.1 Promotion
 - 5.2 Training;

 6. find out the special working conditions provided for women workers based on the following:
 - 6.1 Nightwork prohibition
 - 6.2 Facilities
 - 6.3 Maternity Leave
 - 6.4 Family Planning Services
 - 6.5 Discrimination Prohibition
 - 6.6 Stipulation Against Marriage
 - 6.7 Sexual Harassment

 7. analyze the Health, Dental and Occupational Safety situation of women workers in the company in terms of:
 - 7.1 First Aid Treatment
 - 7.2 Emergency Medical & Dental Services
 - 7.3 Health Program
 - 7.4 Occupational Health & Safety Programs
 - 7.5 Employees Compensation & State Insurance
 - 7.6 Medicare
 - 7.7 Adult Education

 8. determine the labor relations situation of women workers in the company based on the following areas:

8.1	Joining/Organization of Union		
8.2	Collective Bargaining Process and Outcome		
8.3	Strikes	8.5	Grievance
8.4	Discipline	8.6	Decision-making process

9. identify the post employment practices of companies for women workers on the following:
 - 9.1 Termination of Employment
 - 9.2 Security of Tenure
 - 9.3 Retirement from Service
10. find out the impact of globalization on the women workers' economic and social life.
11. examine the issues affecting women working in both foreign and domestic-owned industries/companies in the CALABARZON.
12. find out the impact of globalization on the Filipino firms.
13. determine if there are significant differences in the situation of women workers based on the characteristics of the company where they work.
14. examine and relate the overall issues/problems of the situation of the working women in the CALABARZON to APEC.
15. identify policies and courses of action that would ensure the protection of basic labor rights of women workers, and at the same time, move towards global competitiveness of the women workforce which provide equal opportunity for women in all spheres of life.

3. Conceptual Framework of the Study

This study on the assessment of the situation of women working in the CALABARZON used the following views as its conceptual framework:

Illo's (1999) analytical framework points that: "Gender is said to be one of the great fault lines of societies, or marks of differences among categories of persons that govern the allocation of power, authority, and resources (Papanek, 1990: 163). Gender differences, however, operate both within and cuts across a larger matrix of other socially constructed distinctions (such as class, race, ethnicity, religion). Gender relations (or the interaction between females and males), therefore, both reflect and reinforce gender differences as allocational principles. The asymmetrical access of women and men to resources, which partly stems from an acceptance of (or complicity with) taught gender inequalities, defines the relationship and position of women and men vis-à-vis markets." This, along with the gendered nature of people's positions in markets, will tend to influence the ways in which the globalization economic policies being implemented to address globalization affect women and men.

Similarly, Hartigan (1997), states that: "the framework of thinking that has emerged takes into consideration the fact that men and women play different social contexts, and because of that they develop different skills and abilities. These roles,

skills and abilities are valued differently, and it is usually those associated with the masculine spheres that receive greater social recognition and are valued more highly than those associated with the feminine spheres. This differential value has direct implications for the degree to which men and women have access to and control over resources needed to protect their health. Collectively, these sexually assigned roles and responsibilities, and the abilities, values and decision-making capacity over resources that are linked to them, give rise to gender inequities.”

Furthermore, Mears (1995) asserts that: “the impact of globalization on women and work varies from one country to another, and in particular differs between industrialized and developing countries. There are certain generalizations, however, that can be made about how globalization affects women in the workplace. In general, a theory of globalization and its impact on women and work suggest that globalization significantly expands opportunities for women in the workplace, but it does not remove barriers to advancement, cushion the impact of recessions, or ameliorate the predominance of low paying, menial jobs held by women.” Thus, Mears makes these propositions:

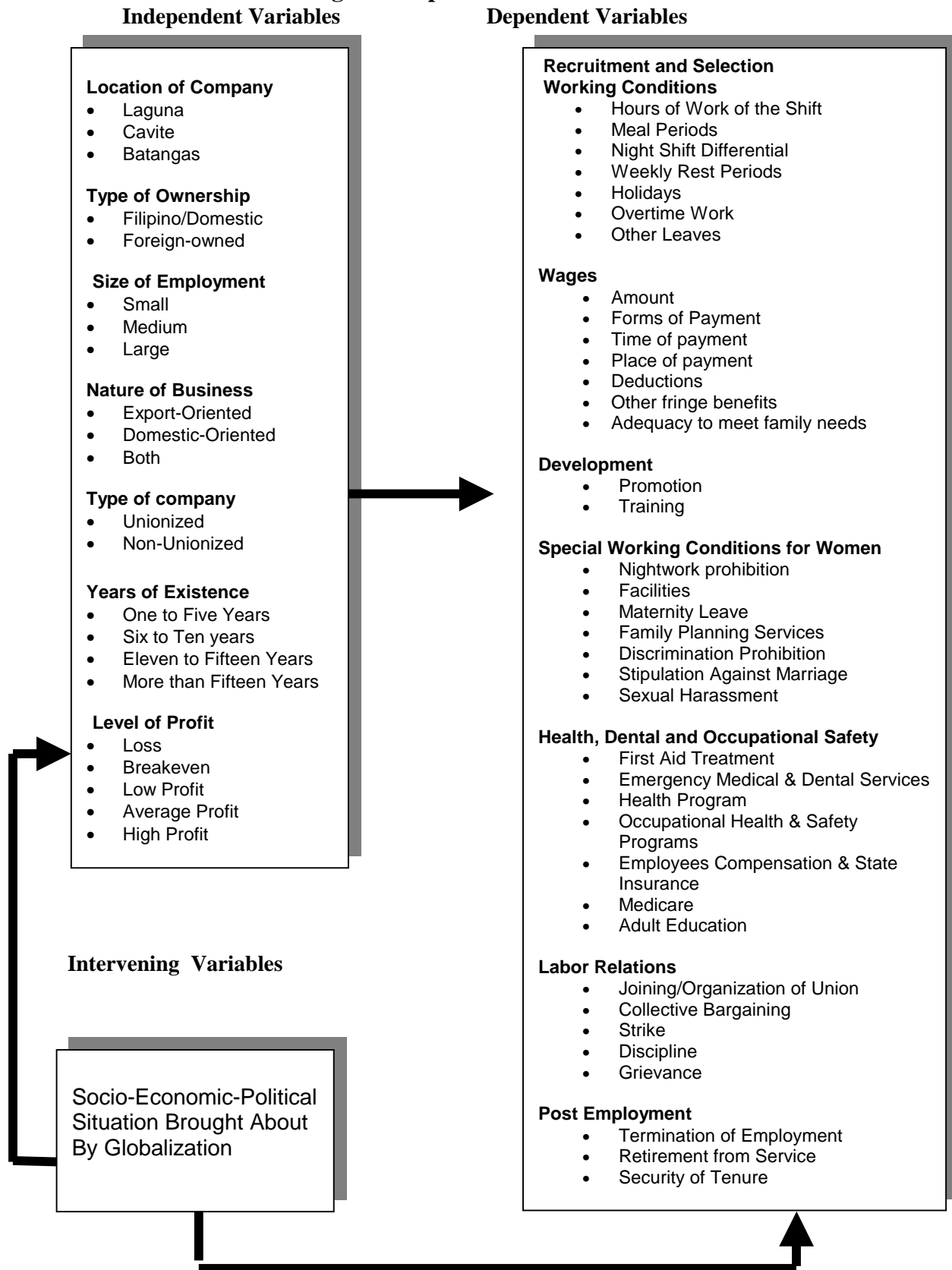
1. **Globalization creates more work.** Increased trade and investment between countries creates the dynamics for a more vital, growing economy and thus more jobs. In particular, the growth of industries that produce exports for external markets has a proven record of job creation. When more jobs overall are available, they are less likely to be filled entirely by men; thus there are increasing opportunities in the marketplace for women to work. Most jobs in the EPSz, however, are low-wage jobs, since the attraction to foreign investors has been the pool of cheap, educated labor.
2. **Globalization increases competition.** Once an economy is opened up to worldwide trade and markets, its businesses are in competition with a larger number of companies, many of which may be more sophisticated in the global arena. Intense competition motivates companies to use all of the best human resources available, and thus they become more amenable to using women, especially as managers. (Adler, 1994)
3. **Cross-cultural influences are greater.** With the globalization of business, contacts between cultures are increased and the influence that cultures have on one another is much greater. A direct impact results when women learn about other cultures in which women have a more dominant and lucrative role in the workplace, and thus experience a rising level of expectations regarding their own position in the workplace.

Finally, the theory of Corporate Social Performance is also useful. The theory of Corporate Social Performance of Archie Carroll was briefly discussed by Stoner, Freeman, and Gilbert in their book on Management(1995). The first version of this theory

by Carroll was written in the *Academy of Management Review* in the article “A Three Dimensional Conceptual Model of Corporate Social Performance” (1979) and was further discussed in the article “An Empirical Examination of the Relationship Between Corporate Social Responsibility and Profitability” (1985). This theory states that the arena of social responsibility debates is shaped by economic, legal, and ethical principles. In the Philippines, for example, there is a support for free enterprise (an economic principle), the public’s right to a safe workplace (a legal principle), and equal employment opportunity (an ethical principle). Together these principles create a “social contract” between business and society that permits companies to act as moral agents. Given the nature of industrial employment, one would expect capitalists to strive to extract as much surplus values from labor by paying the latter the lowest wage rate possible or permissible. In individual companies, however, managers try to implement the principles of the social contract in their decision-making processes and in their company policies. This theory is used as a framework for analyzing the situation of women workers working in the CALABARZON, since, it is the social responsibility of the firms to implement the laws that afford protection for women.

Based on the initial conceptual framework, the following schematic diagram attempts to present the operational framework of the study to illustrate the relationships of the major variables that have been investigated.

Figure 1. Operational Framework



4. Methodology

Descriptive, comparative, and evaluative research designs have been employed to achieve the objectives of the study.

The descriptive design focuses on the analysis of the situation of the women workers in relation to their recruitment, working conditions, compensation, development, health and safety, labor relations, and post employment. The comparative design, on the other hand, delves on the significant differences in the situation of women workers based on the characteristics of the firms where they work. The evaluative design shows how the women workers assess their situation, and determines the impact of globalization on the women workers' socio-economic life and on the Filipino firms.

A survey among 172 firms registered with PEZA as economic zones and operating within Cavite, Laguna, and Batangas was conducted with women workers and management representatives as respondents. A stratified sample size of 172 firms was covered using 90% confidence level and a margin of error of 0.05. A total of 327 respondents actually answered the survey questionnaire. No respondents were taken from Rizal and Quezon. In Rizal, there are no firms registered with PEZA, while in Quezon, there are no operational firms at present due to lack of infrastructure to make such firms accessible to customers and workers. Table 5 presents the distribution of the population and samples taken.

Table 5. Distribution of Sample Firms and Respondents Classified by Location of Economic Zone

Location of Economic Zone	Total Number of Registered Firms in PEZA	Total Number of Sample Firms	Number of Respondents		
			Management	Women Workers	Total
A. Operating Public Ecozone-					
Cavite	244	73	24	96	120
B. Operating Private Ecozones-					
Cavite	78	21	15	31	46
Laguna	172	69	60	83	143
Batangas	23	9	9	9	18
Total	517	172	108	219	327

Two sets of questionnaires were used. One was designed for women workers and the other one for management. The ten-page survey questionnaire for women workers was translated in Filipino and pre-tested. It focused on data related to respondent profile, company profile, recruitment, working conditions, compensation, development, health and safety, labor relations, post employment, and views regarding effects of

globalization. The one-page survey questionnaire for management obtained information related to company profile and views regarding the effects of globalization on women workers and on their company.

A 5-point Likert scale was used to measure objectively the assessment of the socio-economic condition, women working conditions, difficulty in applying in the firm, adequacy of salary and benefits, system of personnel promotion, training program, and labor-management relations.

In assessing the socio-economic condition, the Likert rating scale used ranged from Very Difficult to Much Better. This scale is represented as:

- 5 – Much better
- 4 – Better
- 3 – Same
- 2 – Difficult
- 1 – Very Difficult

For the assessment of the difficulty of applying in the firm, the scale is between Very Difficult to Very Easy. This scale is represented as:

- 5 – Very Easy
- 4 – Easy
- 3 – Fairly Easy
- 2 – Difficult
- 1 – Very Difficult

For the assessment of the present working conditions, system of personnel promotion, and training program, the rating scale is between Very Poor to Very Good. This scale is represented as:

- 5 – Very Good
- 4 – Good
- 3 – Fair
- 2 – Poor
- 1 – Very Poor

Lastly, in assessing on the adequacy of salary and benefits, the range of scale is from Very Inadequate to More Than Adequate. This scale is represented as:

- 5 – More than Adequate
- 4 – Adequate
- 3 – Fairly Adequate
- 2 – Inadequate
- 1 – Very Inadequate

Then, the average computed score given by the respondent was converted to this norm to interpret the rating given:

For the assessment of socio-economic condition:

5.00 = Much better
4.00-4.99 = Better
3.00-3.99 = Same
2.00-2.99 = Difficult
1.00-1.99 = Very Difficult.

For the assessment of difficulty of applying:

5.00 = Very Easy
4.00-4.99 = Easy
3.00-3.99 = Fairly Easy
2.00-2.99 = Difficult
1.00-1.99 = Very Difficult

For the assessment of present working conditions, system of personnel promotion, and training program:

5.00 = Very Good
4.00-4.99 = Good
3.00-3.99 = Fair
2.00-2.99 = Poor
1.00-1.99 = Very Poor

For the assessment of the adequacy of salary and benefits.

5.00 = More than Adequate
4.00-4.99 = Adequate
3.00-3.99 = Fairly Adequate
2.00-2.99 = Inadequate
1.00-1.99 = Very Inadequate.

The collected data were analyzed with the aid of the Statistical Package for Social Science (SPSS) program. The percentage, mean, and simple ranking were utilized for the descriptive part. To test significant differences in the mean scores between the groups (by location of company, nature of business, type of owners, by level of profitability, by number of years of existence, and by size of company based on employment), the One-Way Anova Test was used using the F test statistic. To compare responses of women workers on the perceived effect of globalization, the Chi-square test statistic was used. The confidence level of $\alpha = 0.05$ was the basis for determining the significant outcomes.

5. Findings

5.1 Profile of Companies

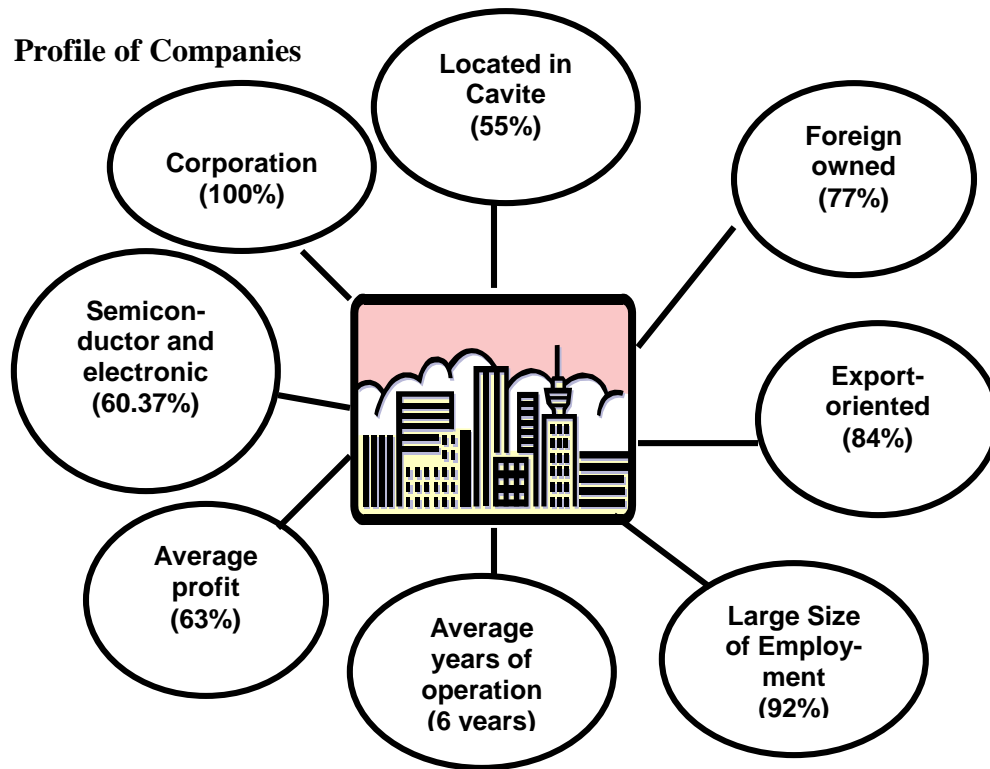


Figure 2. Profile of a typical participating company

One hundred seventy-two (172) companies operating in CALABARZON participated in the survey. These firms are found in Cavite (55%), Laguna (40%), and Batangas (5%). Classified by type of owners, 20% are Filipino-owned and 77% are foreign-owned. Among the foreign-owned companies, 38% are Japanese, 14% are Korean, 6% are Taiwanese, 6% are Chinese, and 16% are of other nationalities.

By size of employment, nearly all (92%) are large companies (with more than 100 employees), and 6% are medium (with more than 100 to 20 employees). Moreover, these firms, which are predominantly (84%) export-oriented and registered as corporations, had been in existence for an average of six (6) years, with some of the establishments having been operating for one (1) year and for as long as more than 15 years. For the previous year, 63% of the firms claimed that their level of profit was average, 21% experienced a high level of profit, 6% had low level of profit, 2% just reached the breakeven level, and only 1 (.6%) incurred a loss. The specific products they manufacture are semi-conductor/ electronics, garments, plastic, automotive, food, and chemicals, among others (see Table 6).

The profile of respondent companies in the CALABARZON confirms the typical description of export processing zones worldwide. In EPZs, there is foreign investment,

materials are processed to some degree and then exported, owners are large transnational corporations and have kept their profit up.

Table 6. Profile of respondent companies in CALABARZON

Profile	Cavite	Laguna	Batangas	Frequency	%
Location of company	94	69	9	172	100.00
%	54.65	40.12	5.23		
Type Owner					
Filipino	18	9	1	28	16.28
Filipino-Chinese	5	1	0	6	3.49
Chinese	8	3	0	11	6.40
Japanese	26	32	7	65	37.79
Taiwanese	7	4	0	11	6.40
Korean	20	4	0	24	13.95
Others (American, Malaysian, Singaporean)	10	16	1	27	15.70
Filipino- Non-Filipino Owned					
<i>Filipino</i>	23	10	1	34	19.77
<i>Non-Filipino</i>	74	50	8	132	76.74
Size of Employment					
Medium (20-99 employees)	9	0	0	9	5.49
Large (100 employees and above)	83	58	9	150	91.46
Nature of Business					
Export-oriented	83	52	9	144	83.72
Domestic-oriented	5	4	0	9	5.23
Both	1	1	0	2	1.16
Number of Years of Existence					
One to Five years	41	31	2	74	43.02
Six to Ten years	37	10	4	51	29.65
Eleven to fifteen years	5	0	1	6	3.49
More than 15 years	2	2	1	5	2.91
Average	6 years	6 years	2 years	6 years	
Level of Profitability					
Loss	1	0	0	1	0.58
Breakeven	4	0	0	4	2.33
Low Profit	9	1	0	10	5.81
Average Profit	59	44	6	109	63.37
High Profit	20	13	3	36	20.93

Profile	Cavite	Laguna	Batangas	Frequency	%
Specific type of business					
Agricultural Products Manufacturing	1	0	0	1	0.61
Automotive	1	6	0	7	4.27
Ceramic Products	1	0	0	1	0.61
Chemical Products	0	3	1	4	2.44
Food Manufacturing	5	0	0	5	3.05
Garments Manufacturing	35	3	0	38	23.17
Gift Products and Crafts	4	0	0	4	2.44
Medical Equipment	1	0	0	1	0.61
Pharmaceutical Products	1	0	0	1	0.61
Plastic Manufacturing	8	0	1	9	5.49
Semiconductor/Electronics	53	47	7	98	56.98
Textile Manufacturing	3	0	0	3	1.83

5.2 Socio-Economic Profile of Women Workers

The CALABARZON women workers' ages range from 18 to 51 years with an average age of 24 years. Many of the 18-year old workers are from Cavite and Laguna and as well as the 51-years-old workers. However, most of those within the average age range (26 years) are from Batangas.

The birth order of the women workers vary. One-third (32%) are second-born, a little over one-fourth each (28% respectively) are middle children and first-born. The rest are last-born in their families. Most of the second-born are from Cavite and the middle-born are from Laguna.

A considerable number (84%) of the women workers in CALABARZON are Catholics. Only 29 (13%) are non-Catholics. These non-Catholic workers are members of either the, Iglesia ni Cristo, the Evangelical Church, or Born-Again Christian groups.

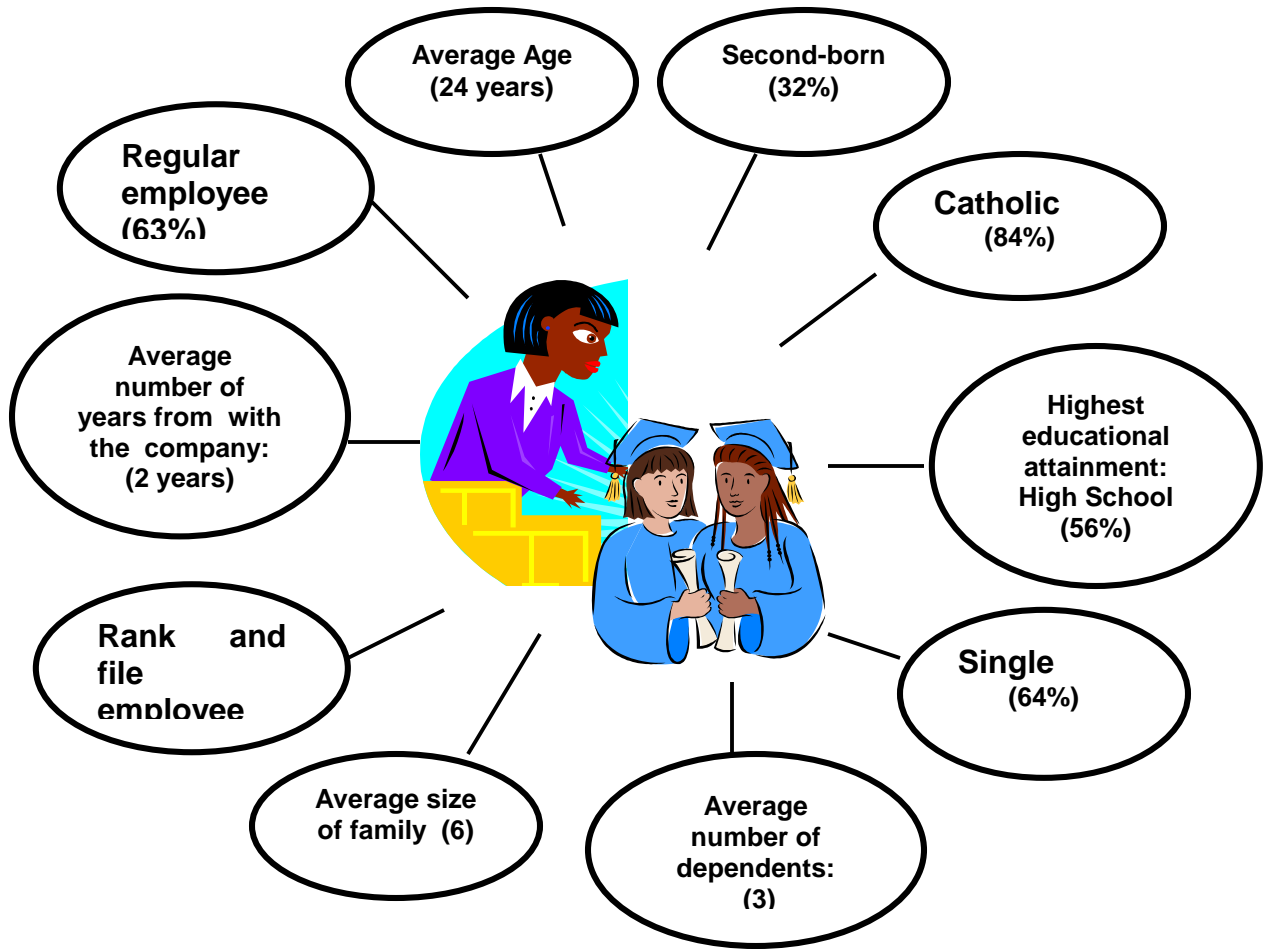


Figure 3. Socio-economic profile of women workers

A high proportion (56%) of the total number of women workers have completed high school, a good percentage (37%) earned a college degree, while 4% had reached elementary level.

Majority (64%) of the women workers are single. Almost one-third (31%) are married, while the remaining portion are separated (1%).

The single women workers have an average family size of six (6). There are those with less than 3 members while others have as many as more than 10 family members.

The 69 women who are married have one (1) to five (5) children, with an average of two (2). They also stated that their dependents range from one (1) to five (5) people with an average of three (3). Most of these women are happy to note that their spouses are working (83%) which enables them to meet the needs of their family (Refer to Table 7).

Table 7. Socio-Economic Profile of Women Workers

Profile	Cavite	Laguna	Batangas	Frequency	%
<i>Number of women workers interviewed</i>	127	83	9	219	
Age					
18-20 years	23	15	1	39	17.57
21-24 years	63	45	4	112	50.45
25-28 years	28	16	2	46	20.72
29-32 years	8	3	1	12	5.41
More than 32 years	5	4	1	10	4.50
Minimum	18	18	19	18	
Maximum	51	43	36	51	
Average	24	24	26	24	
Religion					
Catholic	109	70	7	186	83.78
Others (Evangelical, Iglesia, Born Again)	17	10	2	29	13.06
Highest Educational Attainment					
Elementary	7	3	0	10	4.50
High School	73	44	7	124	55.86
College	47	34	2	83	37.39
Birth Order					
Firs-born	37	23	1	61	27.48
Second-born	48	23	1	72	32.43
Middle	30	27	5	62	27.93
Last	10	7	2	19	8.56
Civil Status					
Single	82	54	6	142	63.96
Married	42	24	3	69	31.08
Separated	2	1	0	3	1.35
Number of children					
One (1)	15	10	2	27	36.99
Two (2)	14	8	0	22	30.14
Three (3)	10	4	1	15	20.55
Four (4)	0	2	1	3	4.11
Five (5)	0	1	0	1	1.37
Average number of children	2	2	2	2	

Number of married women workers whose spouse is working	34	22	2	58	82.86
Number of dependents, if married					
One (1)	5	5	0	10	4.50
Two (2)	10	5	1	16	7.21
Three (3)	12	3	1	16	7.21
Four (4)	3	5	1	9	4.05
Five (5)	2	1	0	3	1.35
Average number of dependents	3	1	3	3	
Size of family, if single					
Three (3) or less	1	1	0	2	0.90
Four to Five	28	12	5	45	20.27
Six to Seven	17	22	1	40	18.02
Eight to Ten	8	3	0	11	4.95
More than 10	1	1	0	2	0.90
Average size of family	6	6	5	6	
Employment status					
Regular	88	46	6	140	63.06
Probationary	11	3	0	14	6.31
Contractual/casual	29	31	3	63	28.38
Years of service in the company					
Less than one (1) year	44	29	4	77	34.68
One (1) to Five (5) years	71	42	4	117	52.70
Five and one half (5.5) years to Ten (10) years	6	3	1	10	4.50
More than 10 years	4	1	0	5	2.25
Average number of years of service	2	2	2	2	
Minimum	1 month	1 month	3 months	1 month	
Maximum	20 years	12 years	10 years	20 years	
Present Position in the company					
Supervisory					
Production Quality Control Inspector	13	6	0	19	
Assistant line leader/Knitting line leader/Line leader/Sewing leader/Shift Leader	5	1	2	8	
Total	18	7	2	27	12.33
Rank and File					
Accounting Clerk/Staff	9	2	0	11	
Cashier	0	2	0	2	
Office clerk/Company clerk/Secretary/encoder	14	7	0	21	
Company nurse	2	2	0	4	
Human Resource Assistant/Staff/Staff Assistant/Trainer	10	4	0	14	

Import Export Staff	2	1	0	3
Operator/Production Operator	40	35	7	82
Packer	1	2	0	3
Phototool technician/Line technician	1	2	0	3
Presser	1	0	0	1
Production line worker/Assembly worker/crew/assistant/staff	18	14	0	32
Scrap monitoring clerk	1	0	0	1
Sewer	13	3	0	16
Solder/welder	0	2	0	2
Total				

Following are typical cases of the women workers.

A. Charina, 21 years, production line worker, Cavite firm

I am single and the second to the eldest in the family. I finished only high school but I already have to work to help the family. I have seven brothers and sisters. I have been working with this company for one month now.

B. Jocelyn, 26 years, production operator, Laguna firm

I am married with two children. My husband is not lucky enough to have a job at present to help the family. I only finished high school so I cannot choose jobs. I have to grab the opportunity even if my job at present is only on a contractual basis. I have been in this job for three months now.

Out of the 219 women workers, a large proportion (87%) are rank and file employees while 12% are supervisory personnel. As rank and file employees, their present position titles are: (1) production operator (37%), (2) production line worker (14%), (3) office staff/clerk/secretary (9%), packer (1%), (4) Production Quality Control inspector (8%), import-export staff (0.90%), (5) sewer (7%), (6) HR staff (6%), (7) technician (1%), (8) nurse (2%), (9) cashier (0.9%), and (10) solder/welder (0.9%). For supervisors, they are usually the export coordinator, head inspector, line leader, human resource trainer and shift leader. There are only 27 women workers who responded that they had a previous job before their present job. All of them asserted that they had the same position as they do now (production operators, clerks).

Majority (65%) of the women are already regular employees. More than one-fourth (29%) are contractuales/casuals, and a few (6%) are still on Probationary status. Given their respective employment status, their length of service range from one month to twenty years. Their average length of service with their company is two (2) years. About 53% have served their firm from one to five years, while 35% have worked with

their enterprise for less than 1 year. (see Table 6). Jennifer and Dories exemplify the description of the work of the women in Calabarzon.

Jennifer, 25 years, import-export staff, Cavite firm

I am married, with two children and my husband is also working to support the family. I have been with the company for three years since I graduated from college. My job is to assist in the documentation for import-export transactions of the company. Our company is engaged in the manufacturing and exporting of miniature mascots, bags, wallets, keychains, cellphone cases and other gift items.

Dories, 20 years, production operator, Laguna firm

I am single and we are five in the family where I am the second to the eldest. I only finished up to high school and I was glad to have a job as a casual. I have been in this job for only three months and I am assigned to operate some machines in the production assembly where we make motorcycle parts.

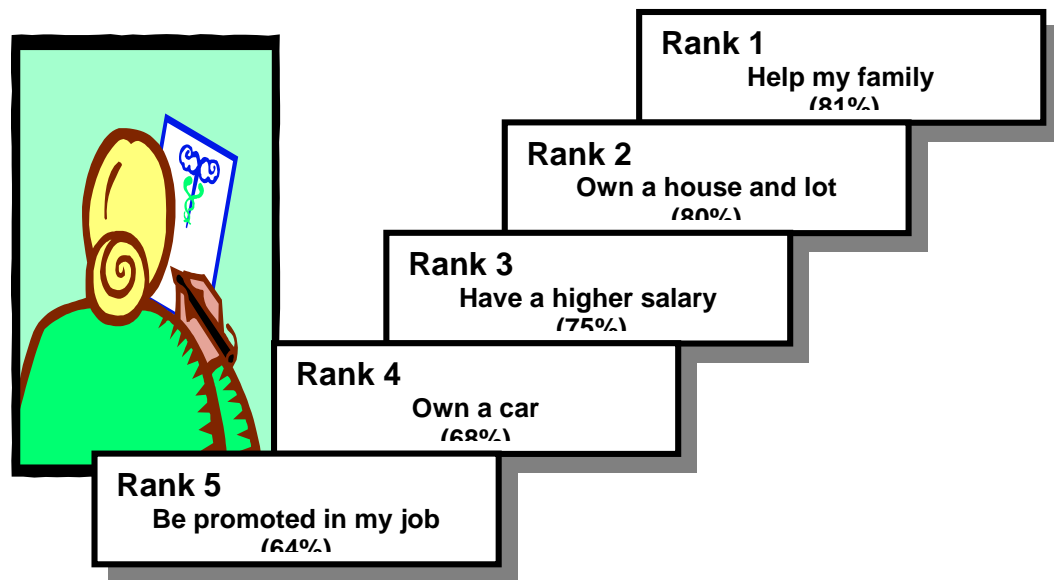


Figure 4. Aspirations of women workers

When asked about their aspirations in life, a big bulk of the women workers answered that “helping my family” (81%) and “having my own house and lot” (80%) are their foremost dreams and immediate concerns. This is followed by their aspiration of having a higher salary (75%); the desire to have their own car (68%); and to be promoted in their job (64%). At the tail-end in the list of aspirations of women workers is becoming popular (4.5%). Two cases highlight these aspirations.

Rosario, 28 years, secretary, Laguna firm

I have been in this company as a secretary for two (2) years now. I have two (2) children and my husband and I help each other so that we can sustain the needs of our family. I finished college with a degree in secretarial administration and I hope to use that so that I can have our own house and lot, our own car and be able to send our children to good schools. I also hope that I can get a higher salary since I only receive a little above the minimum wage at present.

Violeta, 21 years, production crew, Cavite firm

I am still single and a middle child in a family of four. I started working in this company since I was 19 years old. I am now a regular here and I hope that even if I am only a high school graduate I will be able to be in this job to help my family, have my own house and lot and car, have a higher salary and have good health.

From a socio-psychological perspective, the achievement needs of these women workers are basically physiological or materialistic in nature but geared towards helping one's family. This is rooted in the common desire of a typical Filipino to have a better life. It is also possible that their poverty, culture, and the location of their residence from their place of work drive them to have these aspirations in life. Moreover, the aspirations of these women clearly show that priority is given to family and personal needs, while helping others like their fellow workers, fighting for women's rights and helping their community take the back seat.

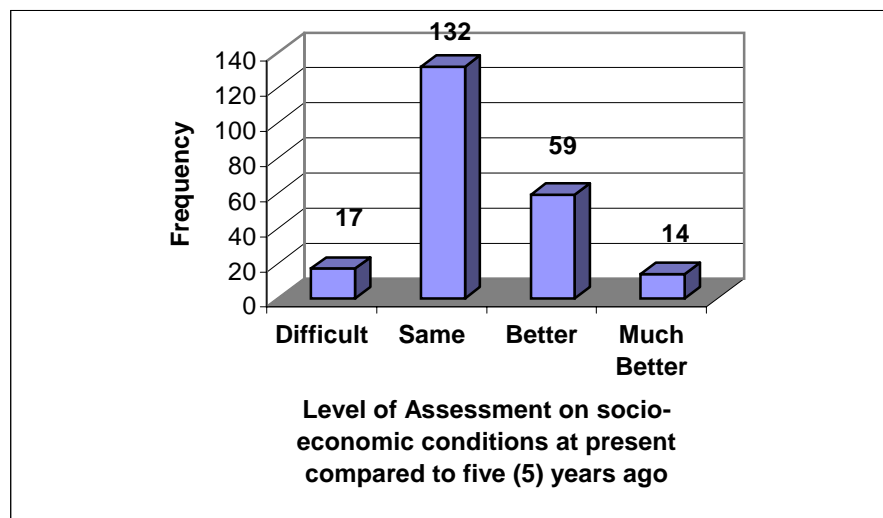


Figure 5. Level of assessment on present socio-economic condition

Majority or 60% of the women workers perceive that their present socio-economic condition is not difficult yet not better as compared to their conditions five (5) years ago. More than a third (33%) consider their present condition to be better to much better while 8% consider their conditions to be difficult.

Grouped according to location of company, women workers from Cavite give a relatively lower average rating ($X=3.26$) of their socio-economic condition as compared to those from Laguna ($X=3.37$) and Batangas ($X=3.44$). However, statistical tests using One-way Anova prove that these differences are not significant ($F=.74$; $p=.53$).

According to the nature of business of the company they are working for, women workers in companies that are solely export-oriented and domestic oriented assess their socio-economic condition to be average ($X=3.29$ and $X=3.38$, respectively). Those who have both export and domestic operations rate their socio-economic condition as better ($X = 4$). Again, statistical tests point out that the differences are not significant ($F=2.25$; $p=.08$).

When women workers are classified based on the type of ownership of their companies, workers from foreign-owned companies give a higher rating of their socio-economic condition ($X = 3.32$) as compared to workers from Filipino-owned companies ($X=3.22$). Among workers from foreign owned companies, those working for Chinese firms give the lowest average rating ($X = 3.08$) of their socio-economic condition. Women workers in companies owned by Filipino-Chinese and owned by other nationalities give relatively high average ratings ($X=3.67$ and $X=3.38$, respectively). Nevertheless, there is no significant variation in the assessment of their present socio-economic condition when classified based on the ownership of the companies they work for ($F=0.9069$; $p=0.4917$). No significant variation likewise was found based on the educational attainment of respondents.

Table 8. Women workers’ assessment of their present socio-economic condition classified by company characteristics

COMPANY CHARACTERISTICS			Assessment of Present Socio-Economic Condition
C.	By Location of Company	Cavite	3.26
		Laguna	3.37
		Batangas	3.44
		Over-all	3.32
		F	0.7422
		p value	0.528
		Eta Squared	0.0101
<i>Nature of Business</i>		Export-oriented	3.29
		Domestic-oriented	3.38
		Both	4
		Over-all	3.3
		F	2.247
		P value	0.0843
		Eta Squared	0.0344
<i>Type of Owner</i>		Filipino	3.13

COMPANY CHARACTERISTICS		Assessment of Present Socio-Economic Condition
	Chinese	3.08
	Filipino-Chinese	3.67
	Japanese	3.32
	Taiwanese	3.36
	Korean	3.36
	Others (American, Malaysian)	3.38
	Over-all	3.29
	F	0.9069
	p value	0.4917
	Eta Squared	0.0357
Filipino-Non-Filipino	Filipino	3.22
	Non-Filipino	3.32
	F	0.5811
	p value	0.4471
	Eta Squared	0.0038
Level of Profitability	Loss	2
	Breakeven	2.67
	Low Profit	3.44
	Average Profit	3.32
	High Profit	3.34
	Over-all	3.31
	F	2.2351
	p value	0.0666
	Eta Squared	0.0426
Number of Years of Existence	One to Five years	3.27
	Six to Ten years	3.4
	Eleven to fifteen years	3.38
	More than 15 years	3
	Over-all	3.31
	F	0.8507
	p value	0.4676
	Eta Squared	0.0121
Size of Employment	Medium (20-99 employees)	4
	Large (100 employees & above)	3
	Over-all	3.32
	F	2.2604
	p value	0.1069
	Eta Squared	0.0218

According to the level of profitability of their companies, women workers from companies that operated at a loss last year, give a rating of difficult ($X=2$) when they assessed their socio-economic condition. Those who work for firms which broke even also give a rating of difficult ($X=2.67$). Those from companies with low average and high profitability give an average rating ($X=3.44$; $X=3.32$; $X=3.34$). The highest average rating has been given by those with low level of profitability of companies. Similar to the other classifications, there are no significant differences in the level of assessment based on level of profitability of the company ($F=2.23$; $p=0.07$).

When women workers are grouped according to the companies' years of existence ($F=.85$; $p=.47$) and size of employment ($F=2.26$; $p=.11$), no significant

variation was again noted based on the analysis of variance. Based on size of employment, women workers from medium-sized companies rate their condition to be better ($X=4$) while those coming from large companies rate their condition as average ($X=3$)(see Table 7). Joan and Jocelyn reiterate their assessment of their present socio-economic condition.

Joan, 23 years, production operator, Cavite firm

I am the eldest in a family of seven children. Life has been difficult especially in getting the job that I presently have. I am only a casual and it took me 3 months before I was accepted for this job. I only receive PhP 198 a day from my job and that is not enough to help sustain my personal needs as well as help my family. I am only a high school graduate and I know that it will be a difficult journey once I lose this job.

Jocelyn, 28 years, sewer, Cavite firm

I am separated from my husband and I have three dependents, my parents and my child. I am the eldest in the family and my present condition is not so difficult, yet, also not better. I have been in this job for four years now. I am lucky that I am already a regular in this job even if I am only an elementary graduate.

The data reveal that in spite of the jobs the women workers got in the CALABARZON, many of them perceive that their socio-economic condition has not changed. It means that the income that they earn is not enough to sustain their personal and family needs. The minimum wage that they receive cannot catch up with the increase in prices and increasing cost of living in their province. It means globalization has not fully benefited these women in the EPZs.

5.3 Recruitment and Selection

Recruitment and selection of employees involve acquiring the right quality and quantity of personnel needed for the positions in the company. Kohl (1984) notes that recruitment is at the cutting edge of HRM function and it is also an important form of public relations. Researches show that firms have formal recruitment and selection practices to ensure that they will hire the most qualified and willing workers for their jobs.

According to the women workers, they were recruited by their companies using different methods. Majority (51%) got employed as a walk-in applicant, while 17% were sourced through referrals by friends employed by the company. There were also those who got hired through referral by relatives working in the company (9%), through referral by friends who are not employed by the company (5%), and through referral by relatives who are not employed by the company (6%). The least used method by which women workers were recruited is through the college/ school placement office (.8% or 1). Refer to Table 9.

Table 9. Ways by which women workers were recruited and selected by their company

	Cavite	Laguna	Batangas	Frequency	%	Rank
Ways by which women workers are recruited						
Through employment agency	4	4	1	9	4.11	6
Through classified advertisements in newspaper/s	3	4	0	7	3.20	7
Walk-in applicant	61	48	3	112	51.14	1
Job Fair	3	2	0	5	2.28	8
Through college/school placement office	0	2	0	2	0.91	10
Through referral of employee-friends from the company	21	15	1	37	16.89	2
Through referral of employee-relatives from the company	16	2	1	19	8.68	3
Through referral of a politician	2	2	0	4	1.83	9
Through referral of friends who are not employed by company	9	2	0	11	5.02	5
Through referral of relatives who are not employed by company	8	2	3	13	5.94	5
Total	127	83	9	219		
Steps that women workers went through in the process of applying						
Initial Interview	105	72	8	185	83.33	2
Filling-up of application form	105	72	8	185	83.33	2
Reference checking	8	7	0	15	6.76	8
IQ Tests	55	47	2	104	46.85	5
Practical skills test	25	43	3	71	31.98	6
Psychological tests	26	28	0	54	24.32	7
In-depth interview	63	42	5	110	49.55	4
Average number of interviews	2	2	1	2		
Physical examination	89	54	4	147	66.22	3
Length of time involved (from time of application to acceptance in company)						
One week or less	28	13	1	42	20.19	2
Two weeks	17	5	0	22	10.58	4
Three weeks	4	5	0	9	4.33	6
One month	38	31	2	71	34.13	1
One month and a half	0	3	0	3	1.44	8
Two months	20	17	4	41	19.71	3
Three months	12	3	0	15	7.21	5
More than three months	5	0	0	5	2.40	7
Total	124	77	7	208		
<i>Minimum</i>	1 day	1 day	3 days	1 day		
<i>Maximum</i>	180 days	90 days	90 days	180 days		
<i>Average</i>	37 days	33 days	54 days	36 days		

	Cavite	Laguna	Batangas	Frequency	%	Rank
<i>Number of women workers who have undergone company orientation before start of work</i>	117	79	8	204	93.24	
Total respondents	127	83	9	219		
%	92.13	95.18	88.89			
Level of difficulty encountered while still applying in the company						
Very Easy	0	1	0	1	0.47	5
Easy	12	1	1	14	6.64	3
Fairly easy	90	55	8	153	72.51	1
Difficult	21	14	0	35	16.59	2
Very Difficult	4	4	0	8	3.79	4
Total				211		
Problems and Difficulties encountered while applying (from 68 respondents)						
Accessibility of company (far from residence of women workers, difficulty in finding means of transportation, need to walk to reach company)	6	1	1	10	14.71	4
Need to go to the company several times for interviews and other tests	6	4	1	11	16.18	2
Waiting time (waiting for interview, for release of test results)	15	3	0	18	26.47	1
Confusing due to many instructions and questions	3	0	0	3	4.41	11
Need to go through several interviews before being accepted	5	2	0	7	10.29	6
Hunger, tiredness and stress that goes with the process	1	2	1	4	5.88	10
Stiff competition with other job seekers (large number of applicants for limited positions available)	2	2	2	6	8.82	7
Completion of pre-employment requirements	6	4	0	10	14.71	4
High expenses related to application process (transportation, pre-employment requirements)	7	0	0	7	10.29	6
Employers' specific preferences for those who:						
have previous work experience	4	0	0	4	5.88	10
with necessary technical skills required	1	0	0	1	1.47	13
single (so even if married, one applies as a single)	1	0	0	1	1.47	13
Difficult examinations and practical tests that are highly technical	5	0	0	5	7.35	8

The application process, as experienced by the women workers, is about one month. Within this average duration, they pass through a series of screenings such as initial interview (83%), filling-up of application form (83%), in-depth interviews (50%), IQ test (47%), practical skills tests (32%), psychological test (24%), and physical examination (66%).

When queried on how they would assess the level of difficulty they encountered in applying for a job in their company, a good portion (73%) averred that it was fairly difficulty going through the entire selection procedure. Only 4% found it very difficult and 0.5% (or 1) rated it to be very easy.

A number of women workers encountered problems and difficulties while applying for a job with their present firm. The top five (5) problems are: (1) long waiting time for interview and release of test results; (2) need to go to the company several times for interviews and other tests; (4) accessibility of company relative to their residence; (4) completion of pre-employment requirements; (6) high expenses related to application process; and (6) need to go through several interviews before being accepted.

Upon acceptance, a large number (96%) of the workers reiterated that they were given orientation by the company before they started working. The orientation mainly focused on company policies and the actual tasks they have to perform. The orientation function is the last step in the hiring procedure. As confirmed from the data, it is the concern for introducing the new employee to the company which helped reduce the problem of voluntary resignation during the probationary period and ensure worker adjustment and job satisfaction.

Ethel and Lolita have these to share regarding their recruitment experience.

Ethel, 27 years, HR Trainer, Cavite firm

It took six months before I was able to be accepted into my present job. It was difficult to get this job. I have to sacrifice a lot of things since I am married with one child and I stay in Baguio. During that time when I was applying I had to go back from Baguio to Cavite several times just to complete the requirements for interview, submission of application forms, IQ tests and physical examinations. That cost me a lot of money, effort and time. I had to spend at least seven hours travelling from Baguio to Cavite. There were even times, when after feeling tired from traveling from Baguio, I still had to wait in line before the Human Resource staff and interviewers can accommodate me.

Lolita, 21 years, Production operator, Laguna firm

I am a fresh graduate and a contractual in this company. It took me a month before I got accepted to this job. I had to go through examinations, practical skills test and psychological tests before they

accepted me. I had to go back and forth just to follow-up and comply with the company's requirements. It is very hard to get a means of transportation in going to the company so at times I have to walk long miles.

Women workers' responses were further analyzed by comparing the number of steps they have to go through in the process of recruitment and selection, and number of days it takes before they get to be accepted and level of assessment on difficulty of applying. These variables were considered when women workers were classified according to the characteristics of the company they work for (location, nature of business, ownership, level of profitability, years of existence and size of employment).

Over-all the average number of steps the women workers went through in the hiring process is four ($X = 4$). Women workers in companies owned by American, Malaysian and Singaporean had to go through an average of six ($X=6$) steps (which include filling up of application form, initial interview, IQ tests, personality tests, practical skills tests, in-depth interview and reference checking) while women workers from Chinese-owned firms reported the least number of steps they had to go through ($X=3$).

When the number of days is considered, from the time an applicant started applying until she is accepted for the job, it only takes 34 days for the foreign-owned companies to process applicants as compared to Filipino-owned firms where it takes 49 days. Among foreign-owned firms, Taiwanese firms only take 23 days to process applicants while Chinese firms take as long as 43 days. The average number of days women workers go through before they are accepted is 36.

Table 10 shows that there are no significant differences in the number of steps, number of days and level of assessment of difficulty when women workers are classified according to location of company, nature of business, years of existence and size of employment. However, when classified by type of owner ($F=2.92$; $p=0.01$), the number of steps and number of days women workers go through show significant variation ($F=3.85$, $p=0.00$).

When grouped by level of profitability of company, significant differences are indicated ($F=2.78$, $p = 0.03$). Women workers assess the level of difficulty in applying as difficult ($X=2.0$) for those whose company experienced loss last year and fairly difficult for those with breakeven and low profit ($X=2.83$; $X=2.94$, respectively). Those from companies with average and high profit give a fairly easy score ($X=3.22$; $X =3.05$).

Classified by number of years of existence, there is a significant difference in the assessment of level of difficulty by women workers. Those from companies which have been existing from one to ten years give an assessment of fairly easy ($X= 3.18$ for companies existing from 1 to 5 years and 3.23 for those existing for 6 to 10 years). While those from companies existing from 11 to more than 15 years give a fairly difficult level

of assessment ($X=2.6$ for those existing from 11 to 15 years and $X=2.3$ for those existing for more than 15 years).

Data also reveal that the mean assessment of women workers on the level of difficulty in applying for work in their company is fairly easy ($X=3.14$). However, workers from the Batangas area find it fairly difficult ($X=2.89$).

The experience of women workers in the recruitment and selection process of EPZ firms in CALABARZON is similar to those workers in other industries in Metro Manila. The large enterprises in Metro Manila procure their applicants through a more formal, organized, process and they use an average of six (6) hiring practices to be able to hire qualified, potential, and willing people to work for them (Edralin, 1998).

Table 10. Women workers' recruitment and selection process classified by company characteristics

Company characteristics	Recruitment and selection		
	Number of steps that women workers went through in the hiring process	Number of days women workers go through before being accepted in the company	Assessment of level of Difficulty in Applying in Company
<i>By Location of Company</i>			
Cavite	4	37	3.13
Laguna	5	33	3.26
Batangas	4	54	2.89
Over-all	4	36	3.17
F	1.8117	1.8769	1.4252
p value	0.1485	0.1345	0.2364
Eta Squared	0.0423	0.0261	0.0198
<i>Nature of Business</i>			
Export-oriented	4	40	3.13
Domestic-oriented	5	31	3.18
Both	2	30	3.15
Over-all	4	39	3.14
F	2.8502	0.6777	0.7738
p value	0.0617	0.5667	0.51
Eta Squared	0.0443	0.0111	0.0125
<i>Type of Owner</i>			
Filipino	4	52	3
Chinese	3	43	3.07
Filipino-Chinese	4	33	3.4
Japanese	4	36	3.17
Taiwanese	4	23	3.54
Korean	4	33	3.15
Others (American, Malaysian)	6	32	3.22
Over-all	4	36	3.17
F	2.921	2.0701	1.3749
p value	0.0114*	0.0604	0.2286
Eta Squared	0.1479	0.0810	0.0545

Company characteristics	Recruitment and selection		
	Number of steps that women workers went through in the hiring process	Number of days women workers go through before being accepted in the company	Assessment of level of Difficulty in Applying in Company
<i>Filipino-Non-Filipino</i>			
Filipino	4	49	3.06
Non-Filipino	4	34	3.20
F	3.1230	7.2831	1.6565
p value	0.2354	0.0079*	0.2001
Eta Squared	0.0101	0.0475	0.0111
<i>Level of Profitability</i>			
Loss		7	2
Breakeven		33	2.83
Low Profit	6	39	2.94
Average Profit	4	34	3.22
High Profit	4	48	3.05
Over-all	4	37	3.14
F	1.6821	1.8168	2.7806
p value	0.1903	0.1271	0.028*
Eta Squared	0.0271	0.0363	0.054
Number of Years of Existence			
One to Five years	4	37	3.18
Six to Ten years	4	38	3.23
Eleven to fifteen years	4	38	2.62
More than 15 years	6	39	3
Over-all	4	37	3.15
F	1.8017	0.0358	4.2777
p value	0.1505	0.9909	0.0059*
Eta Squared	0.0428	0.0005	0.0595
<i>Size of Employment</i>			
Medium (20-99 employees)	5	14	2.94
Large (100 employees & above)	3	39	3.17
Over-all	4	37	3.1
F	2.0073	0.301	1.1696
p value	0.1387	0.7404	0.3126
Eta Squared	0.0314	0.0031	0.0117

5.4 Working Conditions

Book Three, Title I of the Labor Code provides for the working conditions and rest periods of employees in all private establishments. It stipulates that normal hours of work of any employee shall not exceed 8 hours a day; regular meal time-off shall not be less than 60 minutes; night differential pay shall not be less than 10% of one's regular wage for each hour of work done from 10 P.M. to 6 A.M. ; overtime pay shall be an additional pay equivalent to one's regular wage plus 25% thereof; rest period of not less than 24 consecutive hours after every 6 consecutive normal work days; right to holiday

pay; and right to service incentive leave of 5 days with pay for those who have rendered at least one year of service.

The women workers share their situation with regards to these working conditions.

5.4.1 Work schedule

A significant number (84%) of women workers revealed that during the week, they perform their jobs six (6) days a week (usually from Monday to Saturday). A little over one-tenth (14%) report for work for seven days, and the remaining 3% toil for 4-5 days. In entirety, the average number of working days per week is 6 days and the average number of working hours is 48 per week. (Refer to Table 11).

Table 11. Work schedule of women workers in CALABARZON

COMPANY CHARACTERISTICS		Average Number of days of Work per week	Average Number of hours of Work per week	Average Number of hours of Work per day	Average Number of minutes of lunch break	Number of minutes of snack break	
<i>By Location of Company</i>	Cavite	6 (5.83)	43.56	7.47	55.61	18.14	
	Laguna	6 (5.67)	43.04	7.59	51.67	21.63	
	Batangas	6 (5.90)	48.08	8.15	55.71	15	
	Over-all	6	48.23	8.03	53.81	19.32	
	F	0.986	1.7421	1.5321	4.0754	2.1242	
	p value	0.5765	0.2341	0.4254	0.0078*	0.0998	
	Eta Squared	0.0271	0.0107	0.0123	0.0596	0.0429	
<i>Nature of Business</i>	Export-oriented	6 (5.85)	53.27	9.09	54.32	19.2523	
	Domestic-oriented	6 (5.73)	49.14	8.57	45.54	24.375	
	Both	6 (5.50)	46.5	9	60	15	
	Over-all	6	53	8.99	53.66	19.49	
	F	1.9937	0.0585	0.0323	2.632	1.0284	
	p value	0.1169	0.9814	0.9922	0.0517	0.3828	
	Eta Squared	0.0346	0.0011	0.0006	0.0449	0.0264	
	<i>Type of Owner</i>	Filipino	6 (5.94)	49.08	8.27	56.32	21.25
	Chinese	6 (5.67)	47.58	8.46	51.82	24.54	
	<i>Filipino –Non-</i>	Filipino-Chinese	6 (5.83)	46.67	8	50	20
		Japanese	6 (5.90)	62.5	10.23	51.25	16.67
Taiwanese		6 (5.92)	52.92	8.60	51.82	20	
Korean		6 (5.90)	49.07	8.68	52.63	17.86	
Others (American, Malaysian)		6 (5.85)	50.46	8.59	49.87	18.06	
Over-all		6	53	8.99	52.27	19.09	
F		0.994	0.4745	0.3510	0.5206	0.9592	
p value		0.432	0.8263	0.9083	0.7919	0.4582	
Eta Squared	0.042	0.0208	0.0150	0.0233	0.0663		
<i>Filipino –Non-</i>	Filipino owned	6 (5.89)	48.01	8.22	55.2059	21.00	

COMPANY CHARACTERISTICS		Average Number of days of Work per week	Average Number of hours of Work per week	Average Number of hours of Work per day	Average Number of minutes of lunch break	Number of minutes of snack break
<i>Filipino</i>	Non-Filipino owned	6 (5.90)	49.10	9.25	51.3173	18.70
	F	0.5542	0.6235	0.6395	1.8519	0.6620
	p value	0.2226	0.3255	0.4252	0.1758	0.4181
	Eta Squared	0.0012	0.0101	0.0045	0.0134	0.0076
<i>Level of</i>	Loss	6	48	8	50	15
<i>Profitability</i>	Breakeven	6	52	8.67	60	15
	Low Profit	6 (5.64)	44.92	8	53.23	17.22
	Average Profit	6 (5.86)	54	9.2	53.71	18.56
	High Profit	6 (5.84)	49	8.44	55.69	22.5
	Over-all	6	53	8.99	53.98	18.87
	F	1.2803	0.2554	0.1921	2.47	1.1032
	p value	0.2795	0.9061	0.9423	0.0464*	0.358
	Eta Squared	0.028	0.0058	0.0044	0.0517	0.0333
<i>Number of</i>	One to Five years	6 (5.84)	54.91	9.4	52.36	18.46
<i>Years of</i>	Six to Ten years	6 (5.87)	48.92	8.33	54.61	19.43
<i>Existence</i>	Eleven to fifteen years	6 (5.89)	49.13	8.38	60	17.73
	More than 15 years	6	51	8.5	54	16.67
	Over-all	6	53	8.99	53.62	18.61
	F	0.3887	0.3867	0.4583	1.254	0.1937
	p value	0.7612	0.7627	0.7118	0.2916	0.9006
	Eta Squared	0.0062	0.0063	0.0074	0.0197	0.0043
<i>Size of</i>	Medium (20-99 employees)	6 (5.78)	49.97	8.63	55.94	30
<i>Employment</i>	Large (100 employees & above)	6 (5.85)	52.6	8.98	53.55	17.67
	Over-all	6	53	8.99	53.78	19.04
	F	0.6268	0.0791	0.0541	0.474	0.9274
	p value	0.4296	0.7788	0.8164	0.492	0.3982
	Eta Squared	0.0035	0.0004	0.0003	0.0026	0.0143

On a daily basis, the average number of actual working hours is 8. Many enjoy a one-hour (79%) lunch break (usually from 12:00 p.m-1:00 p.m) and a 15-minute (89%) snack break each in the morning (10:00 a.m. – 10:15 a.m) and in the afternoon (3:00 p.m-3:15 p.m). However, the average lunch break given by firms is 54 minutes which is below the 60 minute regular meal time-off required by law. A firm, where women workers enjoy at least 60 minutes of regular meal time-off is typically engaged in both domestic and export business, owned by American or Malaysian, has breakeven income, and has been operating for 11 to 15 years. They perform their tasks from a minimum of 7 hours to a maximum of 12 hours per day. As such, women's working schedule vary slightly depending on their work. However, the statistical test pinpoints that there are no meaningful variations in their work schedule when grouped by type of company characteristic. (Refer to Table 11).

5.4.2 Night Shift Differential

A huge segment (87%) of the workers state that their companies operate in the evening (10:00 p.m to 6:00 a.m), while the remaining 12% say that their companies do not. For firms operating in the evening, about 113 (60%) answer that they have been assigned to a night shift schedule and they are mostly production line workers, production operators, QA and QC inspectors. Out of this number, 98% confirm that they are given night differential pay of at least 10% as required by law, while 2 (2%) say otherwise. (Refer to Table 12).

The women workers who are given more than 10% of their regular wage for each hour of work performed at night are from large firms located in Batangas, are export-oriented, Japanese-owned, with high profit and has been operating from 1 to 5 years.

Table 12. Night differential given to women workers

COMPANY CHARACTERISTICS		Night Differential given to women workers (in percentage of regular wage per hour)
By Location	Cavite	9.95
<i>of Company</i>	Laguna	13.39
	Batangas	16.58
	Over-all	11.35
	F	174.4068
	p value	0.0086*
	Eta Squared	0.069
<i>Nature of Business</i>	Export-oriented	11.57
	Domestic-oriented	10.00
	Both	10.00
	Over-all	11.47
	F	0.0964
	p value	0.9082
	Eta Squared	0.0023
<i>Type of Owner</i>	Filipino	10.00
	Chinese	11.67
	Filipino-Chinese	8.33
	Japanese	9.68
	Taiwanese	10.00
	Korean	10.00
	Others (American, Malaysian)	16.55
	Over-all	11.41
	F	1.5289
	p value	0.1820
	Eta Squared	0.1189
<i>Filipino- Non-Filipino</i>	Filipino	9.75
	Non-Filipino	12.01
	F	1.2165
	p value	0.2737

COMPANY CHARACTERISTICS		Night Differential given to women workers (in percentage of regular wage per hour)
	Eta Squared	0.0164
<i>Level of</i>	Loss	10.00
<i>Profitability</i>	Breakeven	10.00
	Low Profit	10.00
	Average Profit	10.86
	High Profit	12.86
	Over-all	11.33
	F	0.3552
	p value	0.8398
	Eta Squared	0.0157
<i>Number of</i>	One to Five years	11.89
<i>Years of</i>	Six to Ten years	10.34
<i>Existence</i>	Eleven to fifteen years	10.00
	More than 15 years	10.00
	Over-all	11.29
	F	0.3777
	p value	0.7693
	Eta Squared	0.012
<i>Size of</i>	Medium (20-99 employees)	10.00
<i>Employment</i>	Large (100 employees & above)	11.44
	Over-all	11.35
	F	0.215
	p value	0.644
	Eta Squared	0.0024

5.4.3 Overtime Work

A very big portion (87%) of the women workers reply that they usually work beyond eight (8) working hours. Only 13% provide a negative response. Their average overtime duty hours during ordinary days is 3 hours. This ranges from one (1) to as many as eight (8) hours. This overtime on ordinary days, according to a considerable fraction (98%) of the women are paid at least 25% of their regular wage per hour and only a very small segment (2%) share the view that they are not compensated for the extra hours of work that they render since they have a supervisory position such as line or assembly leader.

Specifically, the average overtime pay received by women workers is 28.5% which is a little higher than the 25% required by law. Women workers who enjoy relatively higher overtime pay are employed in large firms which are found in Batangas, are export-oriented, Japanese-owned, have high profit, and have been operating for more than 15 years.

Table 13 . Number of overtime hours and pay given to women workers who work on Holidays

COMPANY CHARACTERISTICS		Average Number of hours of overtime work in a day	Overtime pay given to women workers (in percentage of regular wage per hour)
<i>By Location</i>	Cavite	2.97	26.14
	Laguna	2.69	25.88
<i>of Company</i>	Batangas	2.75	29.06
	Over-all	2.84	27.91
	F	2.8602	18.2957
	p value	0.0388*	0*
	Eta Squared	0.0521	0.306
<i>Nature of Business</i>	Export-oriented	2.88	29.33
	Domestic-oriented	1.7	20.42
<i>Type of Owner</i>	Both	2.5	25.00
	Over-all	2.79	28.79
	F	6.479	128.2978
	p value	0.0021*	0.1978
	Eta Squared	0.0876	0.0062
<i>Type of Owner</i>	Filipino	2.46	24.17
	Chinese	2.36	28.33
	Filipino-Chinese	2.33	25.00
	Japanese	2.90	26.19
	Taiwanese	3.50	27.50
	Korean	2.24	23.39
	Others (American, Malaysian)	3.03	28.62
	Over-all	2.76	25.66
	F	2.7983	0.2935
	p value	0.0144*	0.9367
<i>Filipino-Non-Filipino</i>	Eta Squared	0.1367	0.0393
	Filipino	2.42	24.44
	Non-Filipino	2.83	25.93
	F	2.6070	0.1635
	p value	0.1092	0.6878
<i>Level of Profitability</i>	Eta Squared	0.0230	0.0034
	Loss	3	25.00
<i>Level of Profitability</i>	Breakeven	3	25.00
	Low Profit	2.18	
	Average Profit	2.88	29.10
	High Profit	3	29.38
	Over-all	1.1	28.40
	F	1.201	0.1949
	p value	0.313	0.9403
Eta Squared	0.0323	0.0106	

COMPANY CHARACTERISTICS		Average Number of hours of overtime work in a day	Overtime pay given to women workers (in percentage of regular wage per hour)
<i>Number of</i>	One to Five years	2.85	29.17
<i>Years of</i>	Six to Ten years	2.9	27.64
<i>Existence</i>	Eleven to fifteen years	3.05	23.89
	More than 15 years	2	30.00
	Over-all	2.85	28.17
	F	1.1542	0.1365
	p value	0.3293	0.9379
	Eta Squared	0.0223	0.0054
<i>Size of</i>	Medium (20-99 employees)	1	22.03
<i>Employment</i>	Large (100 employees & above)	3.35	29.03
	Over-all	2.82	28.29
	F	2.8512	0.6341
	p value	0.061	0.4284
	Eta Squared	0.0371	0.0085

5.4.4 Rest Days

There are a number (34.3%) of women workers who averr that they are also required by their employers at times to work on their rest day because of the need to meet orders from customers, particularly those in the export business. The average pay received by women who work on their rest day is 33.6% of their regular wage. This compensation is a little higher than the 30% minimum requirement of the law. A few women workers who have been paid less than 30% on their rest day are employed by Filipino-Chinese and American or Malaysian firms. On the other hand, those workers who have been compensated higher for working on their rest day come from firms in Cavite, export-oriented, Japanese-owned, had high profit, operating for 6-10 years, and large in size (Refer to Table 14).

Table 14. Daily rate of women workers on rest days and holidays

COMPANY CHARACTERISTICS		Daily Premium rate on employees' rest day (in percentage)	Daily Premium rate on Regular Holidays (in percentage)	Daily Premium rate on -Regular Holidays falling on employees' rest day (in percentage)	Daily Premium rate on Special Holidays (in percentage)
By		32.86	49.09	173.71	22.35
Location	Cavite				
<i>of Company</i>	Laguna	31.18	28.75	146.25	46.92
	Batangas	30.00	100.00	230.00	30.00
	Over-all	31.45	45.77	166.43	34.85

COMPANY CHARACTERISTICS		Daily Premium rate on employees' rest day (in percentage)	Daily Premium rate on Regular Holidays (in percentage)	Daily Premium rate on Regular Holidays falling on employees' rest day (in percentage)	Daily Premium rate on Special Holidays (in percentage)
	F	2.6898	3.3686	1.2622	3.7598
	p value	0.056	0.026*	0.2987	0.0214*
	Eta Squared	0.1366	0.1739	0.0776	0.28
<i>Nature of Business</i>	Export-oriented	33.16	51.39	177.21	31.36
	Domestic-oriented	30.00	100.00	130.00	30.00
	Both	30.00	100.00		30.00
	Over-all	32.93	51.32	175.86	31.25
	F	0.0489	1.3805	0.4634	0.0021
	p value	0.9523	0.2648	0.5008	0.998
	Eta Squared	0.0026	0.0731	0.0138	0.0002
<i>Type of Owner</i>	Filipino	47.50	100.00	215.00	53.33
	Chinese	30.00	15.00	130.00	30.00
	Filipino-Chinese	28.75	50.00	140.00	52.50
	Japanese	65.00	100.00	230.00	100.00
	Taiwanese	30.00	30.00	142.50	
	Korean	30.00	42.22	175.56	30.00
	Others (American, Malaysian)	25.71	31.43	157.14	38.00
	Over-all	35.15	48.44	165.33	37.00
	F	2.5751	3.4493	1.4084	1.0318
	p value	0.042*	0.0127*	0.2539	0.4367
	Eta Squared	0.364	0.4529	0.2687	0.2693
<i>Filipino-Non Filipino</i>	Filipino owned	34.50	80	165	52
	Non-Filipino owned	32.75	45	155	61
	F	6.1135	7.3915	2.1456	0.9571
	P	0.0156*	0.0064*	0.05731	0.5135
	Eta	0.0337	0.0547	0.0776	0.0122
<i>Level of Profitability</i>	Loss	30.00	30.00	130.00	30.00
	Breakeven	30.00	100.00	200.00	30.00
	Low Profit	32.63	45.53	160.83	37.00
	Average Profit	44.17	80.00	239.00	20.00
	High Profit	33.88	47.61	169.20	33.70
	Over-all	33.45	45.77	166.43	34.85
	F	0.77	1.84	3.01	0.37
	p value	0.52	0.15	0.04*	0.78
<i>Number of Years of Existence</i>	Eta Squared	0.0485	0.1162	0.1841	0.0458
	One to Five years	32.50	45.33	167.41	37.37
	Six to Ten years	40.00	46.36	170.91	25.00
	Eleven to fifteen years	30.00	48.33	164.00	20.00
	More than 15 years	30.00	100.00		30.00
	Over-all	33.73	47.08	167.89	32.76

COMPANY CHARACTERISTICS		Daily Premium rate on employees' rest day (in percentage)	Daily Premium rate on Regular Holidays (in percentage)	Daily Premium rate on -Regular Holidays falling on employees' rest day (in percentage)	Daily Premium rate on Special Holidays (in percentage)
	F	0.629	0.5649	0.0225	0.5121
<i>Size of Employment</i>	p value	0.5999	0.6411	0.9778	0.6776
	Eta Squared	0.0386	0.0371	0.0011	0.0579
	Medium (20-99 employees)	30.00	36.67	152.00	30.00
	Large (100 employees & above)	34.52	51.54	173.65	34.35
	Over-all	33.96	49.56	171.07	33.85
	F	0.3254	0.6846	0.5078	0.0548
	p value	0.5712	0.4126	0.4802	0.8169
	Eta Squared	0.007	0.0157	0.0125	0.0023

5.4.5 Holidays

A substantial percentage (64%) of the women articulate that their companies do not operate on holidays. On the other hand, a mere 36% remark that their firms is open on holidays. For those who work on holidays, their compensations vary depending on when it falls as shown in Table 14.

Regarding payment for work rendered during regular holidays, the average compensation paid is only 148% of their regular rate. This is way below the requirement of law which is twice the regular wage. The very few who have been paid twice their regular rate work in firms from Batangas, domestic-oriented, Filipino and Japanese owned, and operating for more than 15 years.

On payment for work rendered by women during regular holidays which happen to fall on their scheduled rest day, the average premium received by these workers is only 166%. This amount is very much below what the law provides, which is equivalent to twice one's regular rate for working on a regular holiday plus an additional compensation of at least 50% of one's regular wage since the holiday work falls on the workers' scheduled rest day.

On payment for work on special holidays, women workers got an average premium of 27.77% of their regular wage. Again, this amount is below the requirement of law which is at least 30%. The women workers who have received the least amount of special holiday pay are employed in Cavite, export-oriented, Filipino-Chinese, and with high profit. On the other hand, those who have enjoyed higher premium are connected with firms in Laguna, and which are domestic-oriented, Filipino-owned, have been operating for 6 to 10 years, and are large in size.

5.4.6 Leaves

There are five (5) specific types of leaves with pay that firms extend to the women workers. These are sick leave, vacation leave, emergency leave, maternity leave, and birthday leave. Among those who mention the number of days of each type of leave, the range of response is as follows:

- (1) sick leave (10 to 15 days per year)
- (2) vacation leave (10 to 15 days per year)
- (3) emergency leave (1 to 60 days per year)
- (4) maternity leave (60 to 90 days)
- (5) birthday leave (1 day) for 9% of women workers

It can be noted that all firms in the Calabarzon where these women are employed already grant leave benefits way above the five days service incentive leaves required by law.

5.4.7 Assessment of present working conditions

When asked to assess their present working conditions, More than two-thirds (70%) of the women workers express that their working conditions are Good (X=4.00-4.99). Almost one-fourth (25%) claim that their work conditions are fair (X=2-2.99) and three or 1% assess their work conditions as poor (X=2.00-2.99) or very poor (X=1.00-1.99). Only eight (8) or 4% assess their conditions to be very good (X=5). Over-all the average rating is 3.76 (Refer to Table 15).

The test of difference illustrates that there are significant variations in the women's assessment of their present working conditions when grouped by nature of business (X=2.82; p=0.04), type of owner (F=2.57; p=0.02), and level of profitability (F=2.72; p =0.03). The women workers who give relatively lower average rating on their working conditions are employed in medium-sized firms in Batangas, and which are domestic-oriented, owned by Koreans, with low profit, and have been operating for more than 15 years.

Table 15. Assessment of present working conditions

Company Characteristics		Assessment of Present Working Conditions
By		3.73
Location	Cavite	
<i>of Company</i>	Laguna	3.82
	Batangas	3.44
	Over-all	3.76
	F	1.5261
	p value	0.2088
	Eta Squared	0.0213
<i>Nature of</i>	Export-oriented	3.76
<i>Business</i>	Domestic-oriented	3.46

	Company Characteristics	Assessment of Present Working Conditions
	Both	4.00
	Over-all	3.75
	F	2.8221
	p value	0.0402*
	Eta Squared	0.0435
Type of Owner	Filipino	3.94
	Chinese	3.92
	Filipino-Chinese	3.67
	Japanese	3.74
	Taiwanese	3.70
	Korean	3.73
	Others (American, Malaysian)	3.77
	Over-all	3.79
	F	0.6583
	p value	0.6834
	Eta Squared	0.0267
Filipino-Non-Filipino	Filipino	3.89
	Non-Filipino	3.76
	F	1.4939
	p value	0.2235
	Eta Squared	0.0099
Level of Profitability	Loss	4.00
	Breakeven	3.67
	Low Profit	3.40
	Average Profit	3.76
	High Profit	3.95
	Over-all	3.77
	F	2.7236
	p value	0.0307*
	Eta Squared	0.0529
Number of Years of Existence	One to Five years	3.74
	Six to Ten years	3.84
	Eleven to fifteen years	3.75
	More than 15 years	3.60
	Over-all	3.77
	F	0.5477
	p value	0.6502
	Eta Squared	0.0081
Size of Employment	Medium (20-99 employees)	3.56
	Large (100 employees & above)	3.78
	Over-all	3.76
	F	2.5717
	p value	0.1104
	Eta Squared	0.0128

Forty-three women workers share some of the problems and difficulties related to their working conditions in the workplace. The most frequently-cited is the lack of leaves because they have to report for work even during their rest day or holidays, and the lack of benefits and salary increases other than the mandated minimum wage increase. The other more commonly-mentioned difficulty is overload of work or tiring work that leads to over fatigue so that by the time they are home, they are too tired to do other household chores or participate in community activities. The same number of women workers also express the problem of work pressure. This pertains to rush jobs they have to do or delays in their production which they have to make-up for or rejection of the materials that they have done which affects their performance rating.

Table 16. Problems encountered related to working conditions

Problems	Freq	%	Rank
Overload of work, tiring work leads to over fatigue	8	18.60	2.5
Lack employees	1	2.33	8
Plant is not conducive for working (poor ventilation, noisy, crowded, lack airconditioning, lack office equipment, uncomfortable chairs)	7	16.28	4
Workers cannot sit down, need to do work standing up all day	3	6.98	5
Lack of leaves, benefits and salary increases	12	27.91	1
Work pressure (rush jobs, delays, rejection of materials)	8	18.60	2.5
"Palakasan" system	1	2.33	8
Very strict management	1	2.33	8
Schedule (night shift is difficult)	2	4.65	6

- I. Excerpts from the replies of these two women workers are specific examples of the working conditions experienced by workers in Calabarzon.**
- J.**
- K. Rosario, 22 years, Quality control inspector, Cavite firm**

I am an elementary graduate and have been in this job for six (6) months now, checking the finished products that come out of the production line. My work is usually for eight hours a day and six days a week. On the average, I spend about five hours a day for overtime. I sometimes get to be assigned in the night shift also. In the company, we are given 10% of our daily rate per hour for the night differential and 25% of daily rate per hour when we render overtime work. We also avail of leaves, we have ten days sick leave, ten days vacation leave and another two days for emergency leave. The work is okay however, the plant is quite crowded and it is hot inside.

Grace, 23 years, sewer, Cavite firm

I have been working with this garments company for three months now. At times I have difficulty with my job since it is too hot at the plant and we have to spend around 14 hours a day in the plant especially when we have to go on overtime to rush some orders. I am only a contractual worker so I do not get a lot of benefits like leaves from the company so I just make the most out of the opportunities available like doing overtime work.

When the working conditions of women workers are further analyzed by grouping them according to the characteristics of their companies, statistical tests for differences have been run and means have been compared as shown in Tables 10 to 14. Based on the results, the average number of workdays, working hours, overtime pay (except for location), night shift differential pay and regular holiday pay do not significantly differ according to location of company, nature of business, years of existence, level of profitability, type of owner, and size of employment. However, for special holiday pay, significant differences appear when grouped by location, nature of business, type of owner and number of years of operation.

Obviously, there are still women workers in the Calabarzon area who do not enjoy what is at least mandated by law particularly as regards regular meal time-off, payment on holidays when required to work and the non-conductive work, situation that they are in. This means that some EPZs in Calabarzon have not fully performed their corporate social responsibility of ensuring the benefits women workers should enjoy as dictated by law.

5.5 Compensation

Compensation is the remuneration for the services rendered by the employees that are based on the principles of adequacy and equity. Remuneration is primarily composed of the base pay and fringe benefits which can be monetary or non-monetary. There are certain compensations like the minimum wage and benefits like those from the SSS, PAG-IBIG, and MEDICARE which are required by the law to be given to workers. However, many companies, particularly those that are financially capable, design their pay program to be innovative, competitive, and equitable so that they will continue to attract and retain workers who will contribute to their success.

5.5.1 Salary

The women workers acknowledge that they receive a monthly salary ranging from P2,000 to P12,000 per month. Those workers paid on a daily basis claim that their salaries range from P120.00 to P461.00 per day. Their average monthly salary is P5926.79, while their average daily pay is P229.75. This remuneration is given twice a month, as confirmed by almost all (96%), and only very few receive their salary daily and

weekly, (3% and 1%) respectively. The women workers declare that they get their wages from the bank (77%) or from their company cashier unit (22%). Such payments are made either in the form of cash through ATM (76%), direct cash (22%), or in check (1%).

There are 35 women workers from 30 firms who claimed that they are given a daily salary ranging from PhP 120.00 to PhP 198.00. There is only one woman worker who claimed to be receiving a PhP 120.00 daily salary from a Korean firm. She is on probationary status. For the rest, daily salary ranges from PhP 145.00 to PhP 198.00. More than half of them (18), are employed on contractual basis and the number of days that they also report to work is usually less than five days making their monthly pay less than those who report on a regular basis. The owners of firms that give less than the daily minimum wage is a mixture of Filipino, Chinese, Korean, Taiwanese and Japanese-owned firms.

Table 17. Compensation received by women workers

Compensation	Cavite	Laguna	Batangas	Freq	%
Schedule of Payment of Salary					
Daily	4	3	0	7	3.15
Weekly	0	3	0	3	1.35
Twice a Month	125	75	9	212	95.50
Place through which salary is received					
Bank	91	72	8	172	77.48
Company Cashier Unit	34	13	1	50	22.52
Form of payment of salary					
Cash	35	12	1	50	22.52
Automated Teller Machine (ATM)	91	70	8	170	76.58
Check	0	2	0	2	0.90
Amount of Salary					
<i>DAILY (Average)</i>					
Less than PhP 200 per day	31	10	5	46	23.83
PhP 200 per day	16	21	1	38	19.69
More than PhP 200 per day	70	36	3	109	56.48
Average	234.52	224.81	205.04	229.75	
MONTHLY (Average)					
Less than PhP 4,000 a month	7	1	0	8	4.19
PhP 4,000 a month	1	1	0	2	1.05
More than PhP 4,000 a month	106	66	9	181	94.76
Average	5377.01	5412.96	5921.1	5926.8	
					<i>Average deduction per month</i>

Table 17. continued.

Items deducted from salary						
SSS Premium	68	65	2	138	62.16	154.86
SSS Loans	19	12	1	34	15.32	44.26
Company Insurance	6	2	0	8	3.60	44
Pag-ibig premium	34	46	2	84	37.84	69.96
Pag-ibig loan	17	14	1	33	14.86	133.43
Medicare	57	63	1	124	55.86	44.11
Tax	54	50	2	109	49.10	206.62
Fringe Benefits offered by company						
Rice Subsidy	15	4	1	20	9.01	1 sack per year
						PhP 500.00 per year
Bonus	46	21	1	69	31.08	1 month salary
Uniform	74	46	1	124	55.86	2 sets per year
Car Loan	3	1	0	4	1.80	
Housing Loan	3	3	0	7	3.15	
Transportation	50	30	0	80	36.04	Through shuttle service
Medical allowance	12	11	1	25	11.26	PhP 800.00 per year
Meal allowance	46	25	0	71	31.98	PhP 10 per meal
Hospitalization	12	6	1	21	9.46	PhP 2,550 per year
Adequacy of salary						
More than Adequate	1	0	0	1	0.47	
Adequate	23	11	1	36	16.82	
Average	74	51	8	135	63.08	
Not Adequate	25	16	0	41	19.16	
Very Inadequate	1	0	0	1	0.47	

A comparative analysis of the salary received by women workers as shown in Table 17 reveals that women workers in Batangas receive the highest average monthly pay (PhP 5,921.10), followed by those working in Laguna (PhP 5,412.96), and Cavite (PhP 5,377.01). However, women workers in Cavite receive the highest average daily rate (PhP 234.52) followed by those employed in Laguna (PhP 224.81) and Batangas (PhP 205.04). The difference in the highest monthly and daily pay is explained by the use of varying factors representing number of days as multiplier (e.g. 391.5 days, 365 days, 314.6 days or 262.6 days).

Compensation based on daily salary rate does not differ significantly when women workers are classified based on the location of company, nature of business, level of profitability, years of existence and size of employment. No significant differences result when women workers are classified based on the type of owner of their companies. Japanese-owned companies give the highest average daily rate (PhP 225.49)

while Koreans give the lowest average rate (PhP 192.44) which is below the minimum wage of PhP 200 in the CALABARZON area.

Generally the data indicate that women workers receive basic wage which is above the minimum required in the Calabarzon area. Although there are still a few companies in the Calabarzon which do not comply with the minimum wage law.

Table 18. Women workers' compensation classified by company characteristics

COMPANY CHARACTERISTICS		Daily Salary Rate
<i>By Location of</i>	Cavite	234.52
<i>Company</i>	Laguna	224.81
	Batangas	205.04
	Over-all	229.75
	F	0.5810
	p value	0.5604
	Eta Squared	0.0061
<i>Nature of Business</i>	Export-oriented	227.91
	Domestic-oriented	253.42
	Both	266.67
	Over-all	229.86
	F	0.4918
	p value	0.6124
	Eta Squared	0.0058
<i>Type of Owner</i>	Filipino	225.49
	Chinese	204.53
	Filipino-Chinese	223.07
	Japanese	232.33
	Taiwanese	220.51
	Korean	192.44
	Others (American, Malaysian)	224.30
	Over-all	229.75
	F	1.4393
	p value	0.2074
	Eta Squared	0.0810
<i>Filipino-Non-Filipino</i>	Filipino	207.50
	Non-Filipino	216.0484
	F	0.9984
	p value	0.3200
	Eta Squared	0.0096
<i>Level of Profitability</i>	Loss	187.50
	Breakeven	205.43
	Low Profit	254.17
	Average Profit	228.83
	High Profit	235.30
	Over-all	229.22
	F	0.3661
	p value	0.8326
	Eta Squared	0.0081

COMPANY CHARACTERISTICS		Daily Salary Rate
<i>Number of Years of Existence</i>	One to Five years	235.04
	Six to Ten years	219.34
	Eleven to fifteen years	236.05
	More than 15 years	222.50
	Over-all	230.06
	F	0.4011
	p value	0.7523
	Eta Squared	0.0025
<i>Size of Employment</i>	Medium (20-99 employees)	230.52
	Large (100 employees & above)	233.42
	Over-all	230.26
	F	0.0158
	p value	0.9003
	Eta Squared	0.0001

5.5.2 Fringe Benefits

Aside from the basic salary, additional benefits are also provided to the women workers by their company. These fringe benefits are given by the firms to attract and retain the best people and encourage commitment to the company. According to them, these benefits are in the form of uniform, transportation service, meal allowance, bonus, medical allowance, hospitalization, rice subsidy, housing loan, and car loan.

Table 19. Benefits received by women workers in Calabarzon

Rank	Type of Benefits	Percentage
1	Uniform (2 sets/ year)	55.86%
2	Transportation (shuttle services)	36.04%
3	Meal allowance (P10/meal)	31.98%
4	Bonus (1 month salary)	31.08%
5	Medical Allowance (P800/year)	11.26%
6	Hospitalization (P2,550/year)	9.46%
7	Rice subsidy (1 sack/year)	9.01%
8	Housing loan	3.15%
9	Car loan	1.80%

However, the car and housing loans are basically offered to supervisory employees.

These are still minimal fringe benefits enjoyed by the workers aside from the SSS, Medicare, Pag-Ibig and ECC required by law. These may be called minimal when compared to the profits gained by the firms at the end of the year and compared to those given by firms of the same size and financial capability which are located in Metro Manila and compared to those firms owned by these multinationals in developed countries.

5.5.3 Adequacy of Salary and Benefits

On a scale of 1 (Very Inadequate) to 5 (More than Adequate), women workers are asked to rate the extent of adequacy of the salary and benefits they receive to sustain their family needs. More than half (63%) estimated it to be average, about a fifth (17%) opine that it is adequate, and some (19%) rate it as inadequate. Only one (0.5%) asserts that it is more than adequate and another one (.5%) believes that it is very inadequate. Table 20 shows a comparative analysis of assessment in the three locations.

Classified by location of company, perceptions on adequacy of salary of women workers from different locations significantly differ. Those from Batangas feel that their salary and benefits are not adequate ($X=2.89$). Women workers from Laguna and Cavite perceive that their salaries are on the average ($X=3.09$; $X=3.03$, respectively).

The assessment of women workers on adequacy of their salary and benefits do not significantly differ when they are classified based on other company's characteristics. Refer to Table 20 for details.

Table 20. Assessment on adequacy of salary and benefits

COMPANY CHARACTERISTICS		Assessment on Adequacy of Salary and Benefits
<i>By Location of</i>	Cavite	3.03
<i>Company</i>	Laguna	3.09
	Batangas	2.89
	Over-all	3.04
	F	3.654
	p value	0.0295*
	Eta Squared	0.0701*
<i>Nature of Business</i>	Export-oriented	3.04
	Domestic-oriented	2.77
	Both	3.00
	Over-all	3.02
	F	0.7493
	p value	0.5241
	Eta Squared	0.0121
<i>Type of Owner</i>	Filipino	2.97
	Chinese	2.77
	Filipino-Chinese	2.83
	Japanese	3.19
	Taiwanese	2.90
	Korean	2.95
	Others (American, Malaysian)	3.17
	Over-all	2.95
	F	1.4571
	p value	0.1971
	Eta Squared	0.0572
<i>Filipino-Non-Filipino</i>	Filipino	2.94

COMPANY CHARACTERISTICS		Assessment on Adequacy of Salary and Benefits
	Non-Filipino	3.07
	F	1.1558
	p value	0.2841
	Eta Squared	0.0077
Level of Profitability	Loss	3.00
	Breakeven	2.50
	Low Profit	2.88
	Average Profit	3.02
	High Profit	3.16
	Over-all	3.02
	F	1.6177
	p value	0.1713
	Eta Squared	0.032
Number of Years of Existence	One to Five years	2.99
	Six to Ten years	3.11
	Eleven to fifteen years	3.08
	More than 15 years	3.00
	Over-all	3.03
	F	0.2171
	p value	0.5118
	Eta Squared	0.0075
Size of Employment	Medium (20-99 employees)	3.12
	Large (100 employees & above)	3.02
	Over-all	3.02
	F	0.1871
	p value	0.8295
	Eta Squared	0.0019

In spite of the average ratings given, there are those (52 women) who candidly express that their salary is not enough to meet their needs in this time of economic crisis (73%). Other also feel that there is either none or a lack of other benefits that should be given to them (17%). A few have difficulty saving for the future due to spiraling prices (4%). A small percentage feel that there are also too many deductions (2%), and errors in the computation of salary and overtime (2%), and difficulty in withdrawal of salary especially when the ATM machine runs out of cash or becomes off-line (2%) These are shown in to Table 21.

The women workers in the Calabarzon are inherently minimum wage earners this compensation level is well within the objective of any EPZ, which is to keep wages at the lowest level possible to attract investors. Although the actual amount is a little over the minimum wage law, there are those who still find it difficult to meet their needs in this time of economic crisis.

Table 21. Problems encountered related to compensation

Problems	Freq	%	Rank
Difficulty in having savings for the future	2	3.85	3
Errors in computation of salary and overtime	1	1.92	5

Lack or absence of benefits provided	9	17.31	2
Difficulty in withdrawal of salary	1	1.92	5
Salary is not adequate to sustain needs	38	73.08	1
Too many deductions	1	1.92	5

The testimonies of Marilyn and Elita are concrete cases related to their compensation situation.

Marilyn, 21 years, Accounting staff, Cavite firm

I have a lot of dreams like owning my house, having my own car and helping my family but this may be difficult to achieve since I am only a contractual worker, relieving for the accounting staff assigned. I have been with the company for three (3) months and I am receiving salary of PhP195 per day. I get an average of PhP 4,680.00 monthly with deductions of about PhP 362.50 for tax and SSS. We usually get our salary every 15th of the month through the cashier of the company in the form of cash. I still do not enjoy any of the benefits since I am not a regular employee. I hope to find a regular job especially since I am a college degree holder.

Elita, 21 years, Sewer, Cavite firm

I am a high school graduate and the eldest of a family of three (3). I have been in this job for six (6) months now so I am now a regular employee. I work 6 days a week at an average of 14 hours a day since I usually stay for overtime for about five (5) hours a day. I receive a daily salary of PhP 160.00 per day. My overtime pay is 25% of the daily pay per hour. We usually get our salary through the ATM in the bank. At times, it is very difficult to withdraw from the bank especially when it is off-line. Aside from our regular salary, we get to have a meal subsidy allowance of P8.00 per day, two (2) sets of uniform and free shuttle service to and from the plant.

5.6 Development Opportunities

Development covers the aspects of training and promotion, among others, which aim to enable employees to better fit the job and the organization. Training involves the acquisition and enhancement of knowledge, attitudes, and skills, and habits of workers necessary to perform one's job. Training also contributes in increasing productivity, heightening morale, and increasing overall job satisfaction.

Promotion, on the other hand, is the vertical or upward movement of an employee in recognition of one's meritorious performance and possession of competency required for the job. This is one of the concrete manifestations of individual employee's growth as he or she continues his or her career in the company.

5.6.1 Training

There are 195 or 89% of the women workers who claim that they are given training opportunities by their firm. This training come in the form of apprenticeship (62%), on-the-job training (58%), in-house seminars (46%), and outside seminars (18%). The in-house and outside seminars are mostly related to the technical aspects of their jobs in order to develop their skills and improve future performance which are necessary to become globally competitive.

When asked to assess their establishment's training programs, the bulk (46% and 44%) reveal that these are fair and good, respectively. Only a handful (8%), consider the training programs to be very good. There are even two women (.97%) who perceive the training programs to be poor.

Among those (only 18 workers) who have attended training(s), three major problem areas have been identified, namely, (1) content; (2) methods; and (3) logistics. The problems on content of training have something to do with the focus on giving exams and evaluation, rather than the needs of employees. It is very technical which makes it difficult to comprehend. The workers cannot cope and cannot learn fast since work processes are hard to learn, and training is very work specific. On the methods of training, the particular difficulties encountered are related to the unclear discussion. Also, not all participants are given attention, and there are too many participants which became a hindrance in thoroughly understanding the contents of the program. While on the logistics aspect, the constraints verbalized are on the lack of available time for training and the lack of budget for trainings which resulted in the conduct of limited number of trainings during the year.

On the assessment of training program, significant differences result when women workers are classified based on location of company and type of owner. Women workers from Laguna give a higher rating ($X=3.64$), followed by those from Cavite ($X=3.58$), and Batangas ($X=3.13$). By type of owner, there are significant differences ($F=8.3930, p=0.0043$) between the assessment of training programs of workers from Filipino-owned firms ($X=3.27$) and foreign-owned firms ($X=3.62$). Among foreign-owned firms, those from companies owned by American, Malaysian and Singaporean as well as Chinese give the highest rating ($X=3.83$ and $X=3.92$ respectively) and the lowest was given by women workers in Filipino-owned ($X=3.26$) and Filipino-Chinese owned ($X= 3.33$) companies (see table 22).

Table 22. Assessment of training program of women workers in Calabarzon

Company Characteristics	Assessment of Training Programs Provided
<i>By Location of Company</i>	
Cavite	3.58
Laguna	3.64

Company Characteristics	Assessment of Training Programs Provided
Batangas	3.13
Over-all	3.60
F	4.4754
p value	0.0046*
Eta Squared	0.06105
<i>Nature of Business</i>	
Export-oriented	3.52
Domestic-oriented	3.38
Both	4.00
Over-all	3.53
F	2.3593
p value	0.0732
Eta Squared	0.0382
<i>Type of Owner</i>	
Filipino	3.26
Chinese	3.92
Filipino-Chinese	3.33
Japanese	3.56
Taiwanese	3.50
Korean	3.35
Others (American, Malaysian)	3.83
Over-all	3.53
F	3.1791
p value	0.0059*
Eta Squared	0.1177
<i>Filipino-Non-Filipino</i>	
Filipino	3.27
Non-Filipino	3.62
F	8.3930
p value	0.0043*
Eta Squared	0.0537
<i>Level of Profitability</i>	
Loss	2.00
Breakeven	3.67
Low Profit	3.47
Average Profit	3.61
High Profit	3.43
Over-all	3.56
F	2.2818
p value	0.0621
Eta Squared	0.0458
One to Five years	3.55
Six to Ten years	3.56
Eleven to fifteen years	3.83
More than 15 years	4.00
Over-all	3.58
F	1.4019

Company Characteristics	Assessment of Training Programs Provided
p value	0.2435
Eta Squared	0.0209
<i>Size of Employment</i>	
Medium (20-99 employees)	3.76
Large (100 employees & above)	3.55
Over-all	3.57
F	1.6934
p value	0.1947
Eta Squared	0.0087

It is interesting to note that as far as training is concerned, very limited opportunity is given to women workers. They are trained only on the technical aspects of the job because there is a need to improve their performance/productivity and not so much for future promotion or career pathing in the company. These global firms seem to give low priority to training that will develop the other dimensions of women as persons.

5.6.2 Promotion

Since the women workers started working in their enterprise, the majority (64%) have only been promoted once, a little over one-fifth (21%) have been promoted twice, more than one-tenth (12%) have been promoted thrice, and only one (2%) has been promoted seven times. These promotions are more on one step higher within the same level of rank and file, rather than moving up to managerial level.

These women say that it took them about one month to four (4) years or an average of two (2) years before they were promoted. A considerable number (67%) attest that their promotion has been based on merit as reflected in their performance evaluation. A good percentage (29%) averr that it is based both on merit and seniority, and only 4% attribute their promotion to seniority.

The current system of personnel promotion adopted by their company is assessed to be satisfactory by a majority (56%), a parcel (36%) graded it good, a few (5%) thought it to be fair; a minute proportion (2%) believe it to very good, and one (0.5%) worker asserts that it is poor. Overall, the average rating given by the women is $X = 3.6$, which is satisfactory.

The number of times women workers have been promoted and the number of years it takes before they are promoted differ significantly based on level of profitability of the company where they work (Refer to Table 23). Women workers from companies with average profitability experience less opportunities as indicated by the average number of times they have been promoted ($X = 2$ years) as compared to companies that experience low profit last year ($X=1$ year).

Women workers in companies that report low profit take 3 years on the average before they are promoted.

On the assessment of system of personnel promotion, no significant differences have been found when women workers are classified by location of company, nature of business, years of existence, level of profitability and size of employment. Significant differences exist for those classified based on type of ownership ($F=8.7090$; $p=0.0037$). Those working with Filipino-owned ($X=3.06$) differ with those from foreign-owned ($X=3.40$) companies. Among foreign-owned companies, workers from Taiwanese firms ($X=3.27$) give the lowest rating while the highest rating are given by women workers in Korean-owned companies ($X=3.52$).

Table 23. Women workers' assessment on promotion system

Company Characteristics	PROMOTION		
	Number of times women workers were promoted in the company	Number of years before women workers were promoted in the company	Assessment of System of Personnel Promotion
<i>By Location of Company</i>			
Cavite	2	1.85	3.36
Laguna	1	1.50	3.30
Batangas	3	1.71	3.13
Over-all	2	1.65	3.33
F	2.8207	0.4746	1.8987
p value	0.051*	0.626	0.1311
Eta Squared	0.1746	0.0257	0.0278
<i>Nature of Business</i>			
Export-oriented	2	1.69	3.33
Domestic-oriented	1	2.00	3.00
Both	1	3.00	4.00
Over-all	2	1.75	3.32
F	1.3696	0.7353	2.21
p value	0.2665	0.4866	0.0887
Eta Squared	0.0672	0.0403	0.0369
<i>Type of Owner</i>			
Filipino	1	0.75	3.03
Chinese	2	2.50	3.50
Filipino-Chinese	2	2.50	3.17
Japanese	2	1.50	3.35
Taiwanese	1	1.00	3.27
Korean	2	2.40	3.52
Others (American, Malaysian)	3	1.62	3.38
Over-all	2	1.66	3.31
F	0.8909	1.4211	1.8066
p value	0.517	0.2493	0.1022

Eta Squared	0.1822	0.2705	0.0738
Filipino-Non-Filipino			
Filipino	1	1.33	3.06
Non-Filipino	1	1.74	3.40
F	0.0640	0.5791	8.7090
p value	0.8067	0.4530	0.0037*
Eta Squared	0.0079	0.0203	0.0582
Level of Profitability			
Loss			4.00
Breakeven			3.67
Low Profit	1	3.00	3.13
Average Profit	1	1.82	3.36
High Profit	2	1.05	3.29
Over-all	2	1.75	3.34
F	4.3477	3.8722	1.2138
p value	0.0194*	0.0303*	0.3064
Eta Squared	0.175	0.1812	0.0253
Number of Years of Existence			
One to Five years	1	1.61	3.35
Six to Ten years	2	2.11	3.31
Eleven to fifteen years	2	2.50	3.45
More than 15 years	1	0.50	3.67
Over-all	2	1.79	3.35
F	0.3986	1.2211	0.4638
p value	0.7547	0.3175	0.7079
Eta Squared	0.0298	0.0999	0.0073
Size of Employment			
Medium (20-99 employees)	1	2.00	3.36
Large (100 employees & above)	2	1.67	3.35
Over-all	2	1.68	3.35
F	1.6031	0.0797	0.0037
p value	0.2128	0.7795	0.9515
Eta Squared	0.0385	0.0024	0.0000

Despite their satisfactory rating of the promotion system, several problems are highlighted by some workers. These are related to (1) discrimination in promotion (no equal chance is given, “backdoor” referrals, favoritism, and palakasan) (40%); (2) no/limited promotion since this is not given importance. It is only given to office employees. Contractuals are not promoted (36%); (3) more responsibility given when promoted (12%); (4) competition with co-workers for promotion (8%); and (5) difficulty in adjustment when transferred to another department (4%).

Women workers perceive that there is discrimination in the promotion process of their company as typified by “connections” and the “bata-bata” system. This situation is no different with other firms outside Calabarzon where women are discriminated in promotion due to their gender or lack of padrino or

the presence of favoritism. It means that globalization has not resulted to greater gender equality and expansion of opportunities.

The experiences cited by Evangeline and Amelia concretize the condition of women workers regarding their development opportunities.

Evangeline, 32 years, production line assistant, Cavite firm

I am presently a production line assistant but I actually started in the company as production secretary. That was seven years ago. After a few years, I was transferred to the production line as an assembler. At present, getting promoted is difficult especially with the stiff competition with fellow workers. There is also favoritism and palakasan system at times. Even with provision for training, it is very seldom given to those that management feels or do not consider important.

Amelia, 35 years, financial analyst, Laguna firm

I have been working with this garments company for three (years now). I got my promotion from being an accounting clerk to an analyst after two (2) years. In the company, bases for promotion are both merit and seniority. Competition is now stiffer especially among employees who want to get promoted. There is also that problem of “backdoor referrals” or having padrinos in the company. As far as training is concerned, the company has no system really of assessing the specific needs of the employees so that at times, the trainings given are not needed by the employees.

5.7 Special Working Conditions

Book Three, Title III, Chapter 1 of the Labor Code provides for working conditions for special groups of employees, particularly employment of women. These are related to nightwork prohibition, facilities for women, maternity leave benefits, family planning services, discrimination prohibition, stipulation against marriage, and protection from sexual harassment.

5.7.1 Family Planning Services

Given the nature of their work in their firm, women are supposed to be provided with facilities and equipment to make their working conditions more conducive. The identified provisions extended to the women are: (1) separate toilets for women (54%); (2) seats proper for women (42%); (3) dressing room for women (22%), and nursery in the workplace (0.5%).

A considerable number (77%) of the women stress that their establishments do not provide for family planning services. These family planning

services are done through information in seminars (24%), medical check-up of doctor in their clinic (14%), and giving of contraceptives (5%).

Findings succinctly reveal that there is a low level of implementation on the provision of facilities and family planning services for the women workers in Calabarzon. This means that the safety and health of women workers are not properly ensured by the firms. This demonstrates the lack of corporate social responsiveness of the Calabarzon firms for the protection of women's health and safety.

5.7.2 Discrimination Practices and Sexual Harassment

The law provides that women should not be discriminated against at work. In the case of these women workers in CALABARZON, majority (95%) respond that they are not discriminated at work, while a very small fraction (5%) remark that there is discrimination. Their claim that there is no discrimination is supported by fact, as stated by most women, (99%) that they are still allowed to work after they got married. Most of them (99%) also reported that there is no incident of sexual harassment in their companies.

For a few (11 women) who have experienced discrimination, the specific cases are related to education, civil status, gender, age and economic status. Meredith and Violeta narrate their experiences of discrimination.

Meredith, 30 years, inspector, Cavite firm

I have been with the company for eight years now and as I grew older, I begin to feel the presence of discrimination in the company when we talk about age and educational attainment. The company supervisors prefer to get younger employees and are also getting those with college degrees. Unlike me, I am only a high school graduate. I am just lucky that I became a regular employee eight years ago.

Violeta, 29 years, company clerk, Cavite firm

In the company, I am having problems as far as opportunities for promotion is concerned. I feel that there is some discrimination when it comes to the gender and educational attainment. I graduated with a nursing degree but I have not been given the best chance to prove that I can meet company's expectations from me.

It should be noted that these perceived specific discrimination are considered unlawful for any employer. The Labor Code defines acts of discrimination as payment of a lesser compensation as against male employees for

work of equal value and favoring a male employee over a female employee with respect to promotion, training opportunities and study and scholarship grants on account of their sexes. The Labor Code also provides for equal employment opportunity regardless of sex, race, age, and religion.

5.8 Health, and Dental and Occupational Safety

The Labor Code also stipulates the provision of health, dental and occupational safety measures for women in the workplace depending on the number of employees, the physical size of the workplace, and the nature of the business. These provisions should be implemented to prevent absenteeism, accidents, occupational diseases, injuries, and stress among women employees.

The women workers state that first aid treatment is available (62%), medical and dental services are also given (61%), that they are covered by employee compensation and company insurance (29%), that occupational health and safety programs like fire and earthquake drills are conducted (22%) that health programs like stress management and wellness tips are given (17%), and that adult education is from time-to-time held (4%).

Data show that there is a relatively low level of adoption of health, dental and occupational safety measures for the protection of women in the CALABARZON companies. This is particularly true in the aspects of adult education, health programs, safety programs, and employee compensation insurance coverage. Thus, some women aver that they have experienced fatigue due to too much work and they perceive a work environment that is not very conducive.

5.9 Labor Relations

Labor relations focus on the concerns of unionization, discipline, grievance, and decision-making process in the firms. The implementation of programs related to these concerns will maintain good work environment and make employees efficient and productive in their working. Moreover, the labor relations policy of the government as stipulated in the Labor Code aims to ensure among others, a stable but dynamic and just industrial peace and the participation of workers in decision and policy-making processes affecting their rights, duties and welfare.

5.9.1 Unionization

The labor relations policy of the government aims to promote free trade unionism as an instrument for the enhancement of democracy and the promotion of social justice and development.

However, only 15 or 7% of the firms in the CALABARZON are unionized. These unions are mostly found in export-oriented, Japanese-owned firms located in Cavite, with large employment size, which has been existing for an average of 9.5 years, and has had average profit last year.

Out of the 15 unionized firms, 11 have had a strike which lasted for at least two (2) days to 10 days. In one case, the company temporarily closed and in some other cases, the strike was declared illegal.

Given the 15 unionized firms, only 11 or 5% of the interviewed women workers confirm that they are members of the union. They have been members of their union for an average of four (4) years.

As members, they participate in the union in many ways. They (1) attend meetings regularly; (2) read the union bulletin regularly; (3) join in the concerted activities of the union; (4) give suggestions/ comments about the CBA; (5) talk to union officers; (6) attend union socials and other fellowship activities; (7) participate during election of officers; (8) visit the union office regularly; (9) attend seminars and educational activities; (10) take part in membership welfare program; (11) be part of union political activities; and (12) join the union cooperative.

Seven (7) women say that their existing Collective Bargaining Agreement (CBA) has special provision(s) for women workers such as maternity leave, no discrimination for promotion, and family planning services.

This data pinpoint that EPZs are haven for non-unionized firms to attract foreign investors. Unions are discouraged in an indirect manner. The strategy of the firms is to make use of the Labor-Management Committees (LMCs) to prevent unionization. The difficulty in organizing unions is also very prevalent because of the restrictions and tight security in entering the CALABARZON area. Furthermore, when a firm becomes unionized, and a strike happens, the firm will usually close or the government will declare the strike illegal. The government's labor relations policy to promote free trade union as an investment for the promotion of social justice and development is not really enjoyed by the women workers in this area.

These findings also reveal the very low level of women participation in the union as shown by their low membership and lack of leadership position in the union. This is possibly due to women's low level of political and critical consciousness so that they consider that men should take on the lead when it comes to union matters. Maybe this pattern can also be rooted to the socio-cultural roles and expectations ascribed by our society to women, wherein women's roles are limited to child bearing, child rearing and doing household chores.

5.9.2 Discipline

Disciplinary measures aim to prevent unwanted behavior and enforce obedience and order in the workplace.

The findings disclose that a big bulk (77%) of the women (26 workers) who have been disciplined were given oral reprimand and a small proportion (15%) were suspended. The women were subjected to disciplinary action due to their (1.5) absenteeism (54%); (2) tardiness (54%); (3) sleeping on the job (23%); (4) fighting with co-workers; (5) insubordination (12%); (7) leaving the place of work (4%); (7) horseplay (4%); and (7) negligence (4%).

The minimal discipline cases experienced by the companies validate the other previous research findings that women are preferred because of their attitude, patience, and good work values.

5.9.3 Grievance Machinery

The grievance machinery provides a venue by which an aggrieved worker can channel her complaint against management.

A large proportion (69%) of the women workers report that their grievance is coursed through the Personnel Department, a few do it through their Labor-Management Committee (6%), and only 1% or three (3) course it through their union.

It is important to note that only 5 (2%) out of the 222 women surveyed, have filed a grievance against their company management. The nature of their cases are related to unfair labor practice, very strict management, lack of benefits, and “palakasan” system.

These data verify the research findings that women are docile because it is possible that they have been aggrieved and yet they decided to be mum about it for fear of losing their job. It can also mean that these women have minimal level of awareness about their rights as workers and the responsibilities of their firm towards them.

5.9.4 Decision-Making Process

Employee participation can be manifested by giving them an opportunity to be involved in the decision-making process affecting their rights, duties, and welfare in the firm.

When asked specifically to assess the decision-making process in the labor-management relation matters in their enterprise, a good number (47%) rate it to be poor, a reasonable percentage (45%) say it is fair, some (5%) grade it good, and only 2% rate it to be very poor.

The low rating is explained by the observations of a few women who say that: (1) there is a problem with the selection of labor-management committee officers; (2) there is “palakasan” system; (3) committee makes uncompromising

decisions; (4) management is not always available to meet; (5) decision making is too long; and (5) management does not pay attention to the needs of employees.

It seems that there is a very low level of women workers' participation in the decision-making process affecting their rights, duties, and welfare in the firm. This low level of participation can be attributed to the limited means provided by the firms for women to be able to participate in decision-making processes. It is also possible that the management of these firms do not adhere to the philosophy of workers participation and empowerment. On the other hand, there is also the reality that the women workers do not possess the necessary leadership skills to be able to participate in the decision-making process of the company.

5.9.5 Assessment of Labor-Management relations

Table 24 . Assessment of Labor Management Relations

COMPANY CHARACTERISTICS		Assessment of Labor-Management Relations
<i>By Location of Company</i>	Cavite	3.55
	Laguna	3.43
	Batangas	3.13
	Over-all	3.50
	F	2.1464
	p value	0.0955
	Eta Squared	0.0298
<i>Nature of Business</i>	Export-oriented	3.45
	Domestic-oriented	3.46
	Both	4.00
	Over-all	3.46
	F	0.7356
	p value	0.4806
	Eta Squared	0.0079
<i>Type of Owner</i>	Filipino	3.29
	Chinese	3.75
	Filipino-Chinese	2.83
	Japanese	3.38
	Taiwanese	3.36
	Korean	3.71
	Others (American, Malaysian)	3.74
	Over-all	3.47
	F	3.3407
	p value	0.0041*
	Eta Squared	0.1222
<i>Filipino-Non-Filipino</i>	Filipino	3.22
	Non_Filipino	3.55
	F	7.7918
	p value	0.0059**
	Eta Squared	0.0497
<i>Level of Profitability</i>	Loss	4.00
	Breakeven	3.83
	Low Profit	3.64

COMPANY CHARACTERISTICS		Assessment of Labor-Management Relations
	Average Profit	3.52
	High Profit	3.27
	Over-all	3.50
	F	2.0949
	p value	0.083*
	Eta Squared	0.0412
<i>Number of Years of Existence</i>	One to Five years	3.55
	Six to Ten years	3.56
	Eleven to fifteen years	3.83
	More than 15 years	4.00
	Over-all	3.58
	F	1.4019
	p value	0.2435
	Eta Squared	0.0209
<i>Size of Employment</i>	Medium (20-99 employees)	3.76
	Large (100 employees & above)	3.55
	Over-all	3.57
	F	1.6934
	p value	0.1947
	Eta Squared	0.0087

The over-all average rating given by women workers to labor-management relations is Fair (X=3.50).

When the assessment of women workers on labor-management relations is further analyzed based on companies' characteristics, it shows that there are no significant differences when women workers' scores are classified by location of company, nature of business, number of years of existence and size of employment.

When classified by type of owner, statistical test results identify significant variations in the assessment of labor management relations. Women workers in Filipino-Chinese owned companies give the lowest rating (X=2.83) while the highest rating is given by women workers from Chinese, American, Malaysian and Singaporean owned companies (X=3.75 and X=3.74, respectively).

5.9.6 Problems encountered related to Labor-Management relations

Table 25. Problems encountered related to Labor-Management relations

Problems	Frequency	%
Very strict management	1	7.14
Management do not pay attention to needs of employees	4	28.57
Decision-making takes long	1	7.14
Lack of benefits	1	7.14
Management is not available always		
"Palakasan" system	1	7.14
Employees get intimidated on bringing up topics related to salary and benefits	3	21.43

Problem with the selection of labor-management committee officers	1	7.14
Uncompromising decisions of committee	1	7.14
Unfair labor practices	1	7.14

Some (14) women workers identify a number of problems they encounter in their labor-management relations. The most frequently-cited difficulty is that management does not pay attention to employee needs. It is also reported that employees get intimidated when they bring up topics related to salary and benefits.

The labor relations situation of the women workers in the Calabarzon seems to be wanting as far as union dynamism and participation of workers in decision and policy-making processes affecting their rights, duties, and welfare are concerned. The number of strikes that happened shows that just industrial peace is not fully present. When there is no union or the union is weak, management can continue ignoring their needs. Neither will the workers be assertive to bring up the issue of salaries and benefits. This is also a reflection of the low level of political consciousness and lack of leadership skills of the women workers. They have not fully grasped the negative effects of globalization at the firm and the social-political-economic issues confronting them at the national level.

5.10 Separation

The last operative function of human resource management (HRM) is separation of employees from the firm. This aims to return the employee to society. The common concerns here are termination, retrenchment and retirement.

5.10.1 Termination

One of the most stressful methods in separating employees is that of termination. The Labor Code (2000) again mandates that termination of employment by employees shall be based on the following causes:

Article 282:

- “a. Serious misconduct or willful disobedience by the employee of the lawful orders of employer or his representative in connection with work;*
- b. Gross and habitual neglect by the employee of his duties;*
- c. Fraud or willful breach by the employee of the trust reposed in him by this employer or duly authorized representative;*
- d. Commission of a crime or offense by the employee against the person of his employer or any immediate member of his family or his duly authorized representatives; and*
- e. Other causes analogous to the foregoing.”*

Article 283:

“The employer may also terminate the employment of any employee due to the installation of labor saving devices to prevent losses or the closing or cessation of operation of the establishment or undertaking unless the closing is for the purpose of circumventing the provisions of this Title.”

Article 284:

“An employer may terminate the services of an employee who has been found to be suffering from any disease and whose continued employment is prohibited by law or prejudicial to his health as well as to the health of his co-employees.”

On the other hand, an employee may terminate the employee-employer relationship for any of the following just causes.

- “1. Serious insult by the employer or his representatives on the honor and person of the employee;*
- 2. Inhuman and unbearable treatment accorded the employee by the employer or his representative;*
- 3. Commission or a crime or offense by the employer or his representatives against the person of the employee or any of the immediate members of his family; or*
- 4. Other cases analogous to any of the foregoing.”*

The reasons given by the women workers why employees are terminated are shown in Table 26. These explanations are in accordance with the provisions of the Labor Code.

Table 26. Retirement Conditions

<i>Reasons why employees may be terminated from service</i>	Cavite	Laguna	Batangas	Freq	%	Rank
Serious misconduct or willful disobedience by the employee of the lawful orders of employer or his representative in connection with work	127	89	3	222	100.00	1
Gross and habitual neglect by the employee of his duties	14	38	9	61	27.48	3
Fraud or willful breach by the employee of the trust reposed in him by his employer or duly authorized representative	12	44	9	65	29.28	2
Commission of a crime or offense by the employee against the person of his employer or any immediate member of his family or his duly authorized representative	14	23	4	41	18.47	5
Communicable disease/s acquired by employee	8	19	4	31	13.96	6
Absence without leave (AWOL)	21	41	9	71	31.98	4
<i>Number of workers who said that their company goes through retrenchment</i>	72	52	8	133	59.91	

Reasons given by company for retrenchment					
Economic crisis	86	42	4	133	100.00
Company cost-cutting	11	31	3	46	34.59
Low profits of company	2	27	6	35	26.32
Possible closure of company	0	5	0	5	3.76
<i>Number of workers who said that the company provides security of tenure</i>	99	70	9	181	81.53
Prevailing retirement age in the company : 60 years					
Problems and difficulties of women workers related to separation					
Waiting time takes long for the release of separation pay, processing of papers				5	
No retirement benefits provided by the company				5	
Difficulty in finding a new job if one gets terminated				14	

Based on the responses, the number one reason (100%) for termination is serious misconduct or willful disobedience by the employee of the lawful orders of employer or his representatives in connection with work. The second top ranking reason (32%) is absence without leave (AWOL). The third ranking reason (29%) is fraud or willful breach by the employee of the trust reposed in him by his employer or duly authorized representative.

5.10.2 Retrenchment and Security of Tenure

There were 133 (60%) of the workers who said that their companies have gone through retrenchment. The justifications forwarded are that: (1) economic crisis; (2) company cost-cutting; (3) low profits of firm; and (4) possible closure of the company.

The Labor Code also provides for the security of tenure of workers.

A big bulk (82%) of the workers confirm that they have security of tenure in their company, particularly the regular employees.

5.10.3 Retirement

Philippine law dictates that an employee may be retired from the company upon reaching the age of 60. The Labor Code (2000) further stipulates that “an employee who is retired pursuant to bonafide retirement plan or in accordance with applicable individual or collective agreement or established employer policy shall be entitled to all the retirement benefits therein or to termination pay equivalent to at least one-half month salary for every year of service, whichever is higher.”

The overall prevailing retirement age in the women workers’ firms is 60 years. There are no significant differences in the retirement age of workers when their company are grouped based on their characteristics. However, there are firms located in Batangas

which ask their employees to retire at age 55. This is also true for the Chinese-owned firms.

Since all of women workers are still far from retirement, they have never really thought of the benefits due them when they retire. The issue that will most probably confront these workers will be early retirement since their firms are recruiting more younger women every year.

5.10.4 Problems and Difficulties of Women Related to Separation

Twenty-four (24) women share their ideas about the difficulties encountered by those who are separated. They particularly note the difficulty of finding a new job if one gets terminated and the long wait for the release of separation pay due to the processing of papers required before payment is given.

The most common reasons why women workers are separated from work are termination and retrenchment. Workers are terminated based on just cause, while their retrenchment is due to work redundancy and or cost-saving scheme. It seems that retrenchment is a common feature of firms intending to gain more competitive advantage in a globalizing economy. Most firms realign their resources and refocus their management philosophy toward leaner but multi-skilled and more flexible human resources.

5.11 Impact of Globalization on the Economic and Social Lives of Women Workers

Only 57 (26%) out of 219 women workers opine that their economic and social lives have been affected by globalization, while 162 (74%) believe that it has no effect on their lives at all. Their perceptions differ significantly when they are grouped by location, type of owner and level of profitability. Women workers who state that their socio-economic conditions have been affected by globalization mostly come from Cavite and are working in a domestic-oriented company. These women workers are mostly from Filipino-Chinese firms and companies which operated at low profit last year and have been existing for more than 15 years. These companies with medium-size employment. Table 27 shows the profile of women workers who perceive that their conditions have been affected by globalization.

Table 27. Profile of women workers who perceived that their conditions are affected by globalization

COMPANY CHARACTERISTICS		Percentage of women workers who perceived that their conditions are affected by globalization
<i>By Location of</i>	Cavite	36.21
<i>Company</i>	Laguna	20.78
	Batangas	
	Over-all	29.41
	²	12.782767

COMPANY CHARACTERISTICS		Percentage of women workers who perceived that their conditions are affected by globalization
	p value	0.00153*
	Eta Squared	0.22307*
Nature of Business	Export-oriented	26.71
	Domestic-oriented	38.46
	Both	
	Over-all	27.12
	χ^2	2.69944
	p value	0.44032
	Eta Squared	0.1058
Type of Owner	Filipino	10.34
	Chinese	27.30
	Filipino-Chinese	60.00
	Japanese	27.30
	Taiwanese	36.40
	Korean	36.80
	Others (American, Malaysian)	25.00
	Over-all	26.57
	χ^2	8.39
	p value	0.21097
	Eta Squared	0.01531
Filipino- Non-Filipino	Filipino-Owned	17.7
	Non-Filipino owned	29.4
	χ^2	1.82153
	p value	0.17713
	Eta Squared	0.03151
Level of Profitability	Loss	
	Breakeven	20.00
	Low Profit	53.33
	Average Profit	32.84
	High Profit	8.57
	Over-all	29.47
	F	14.5574
	p value	0.00572*
	Eta Squared	0.25148
Number of Years of Existence	One to Five years	26.83
	Six to Ten years	30.91
	Eleven to fifteen years	25.00
	More than 15 years	40.00
	Over-all	28.21
	F	0.71795
	p value	0.86897
	Eta Squared	0.6057
Size of Employment	Medium (20-99 employees)	50.00
	Large (100 employees & above)	27.43
	Over-all	29.10
	F	2.9286
	p value	0.08704

COMPANY CHARACTERISTICS	Percentage of women workers who perceived that their conditions are affected by globalization
Eta Squared	0.12905

Of the 57 replies, more negative effects are cited than positive effects' (Refer to Table 27).

Among the negative effects, the more frequently given explanations are related to:

- (1) **Conditions of work** like the need to do overtime work frequently in order to do rush orders and meet deadline for company requirements, or casualization/ contractualization of workers, or difficulty in finding a regular job.
- (2) **Salary** like difficulty to have salary increases, or low salary, or salary is inadequate to meet needs of the family and cope with changes in technology (e.g. buy cellphone and computer);
- (3) **Company's condition** like dropping sales/profit due to stiff competition which lead to stricter policies implemented to produce quality products just to be able to face stiff foreign competition;
- (4) **Information technology** which forces them to adapt new tools such as internet, cellphone and media networks which not everybody can avail of but they are still part of the economy; and
- (5) **Financial difficulties** which hinder them from buying all their family needs due to increasing prices.

On the other hand, the only positive, effect that women perceive about globalization is related to conditions of work. They mention that

- (1) jobs become easier with the availability of modern equipment like computers and other high-speed/technology machines; and
- (2) many people are given opportunities for employment because of free trade that enables many firms to operate in the Philippines.

Table 28. Impact of globalization on the socio-economic life of women workers

	Frequency	%	Rank
<i>Women workers who say that they perceived that their social and economic life is affected by globalization</i>	57	25.68	
<i>Reasons given on how they are affected</i>			
NEGATIVE			
Salary			2
Difficult to have salary increases/ low salary	17	29.82	
Salary is inadequate to meet needs of the family and cope with changes in technology (e.g. buying cellphones, computers)	4	7.02	

Information technology			
Need to adapt in the use of new tools such as internet, cellphone and media networks which not everybody can avail but they are still part of the economy	3	5.26	4
Conditions of work			1
Casualization/contractualization of workers /Difficulty in finding a regular job	5	8.77	
Need to do overtime work frequently in order to do rush orders and meet deadline for company requirements	7	12.28	
Workers in the factory work longer hours almost daily even Sundays	2	3.51	
Competition for work becomes stronger	3	5.26	
Need for flexibility of work due to shortage of personnel	1	1.75	
Lessening overtime work rendered due to decreasing sales	7	12.28	
Difficulty in getting promotion	3	5.26	
Stricter policies on quality of products therefore leads to exploitation especially of women workers	1	1.75	
New machines replace people in the workplace leading to lesser job opportunities	1	1.75	
Financial difficulties	2	3.51	5
Company's condition			
Company sales/profit is dropping due to stiff competition which lead to stricter policies implemented to produce quality products just to be able to face stiff foreign competition	8	14.04	3
POSITIVE			
Conditions of work			
Jobs become easier with the availability of modern equipment like computers and other high-speed/technology machines.	9	15.79	
Cellphones also ease the problem in communication and it is available to almost everyone.			
Many people are given opportunities for employment because of free trade that enables many companies to operate business in the Philippines	2	3.51	

5.12 Impact of Globalization on Filipino Firms

The management representatives give an array of replies on the effects of globalization on Filipino firms in particular. These are on:

1. **Recruitment and selection.** Globalization has opened up more opportunities for woman and increased preference for women workers in the Calabarzon because of their attitude, patience, dexterity, and quickness to learn. There are more women employed than men in Calabarzon areas.
2. **Working Conditions.** Women workers are not encouraged to avail of maternity leave as much as possible which means women should avoid getting pregnant. In this regard, family planning services are beginning to be more emphasized.

More overtime work is also very common due to customer demands, especially in those firms whose products are for exports.

3. **Compensation.** Because of the higher dollar exchange rate and the increasing prices of raw materials there are no salary increases and wage given is at the barest minimum allowed by law. This is done to keep the price of the product competitive in the world market. There is more attempt to properly observe the labor laws and wage scales to maintain productive workers and since the DOLE is now strictly monitoring the conditions of women workers in the company and the firms compliance with the labor laws.
4. **Development.** Women workers are given the opportunity to grow in the company despite their lack of higher education. The companies have invested more in training of workers for them to be efficient, to improve their productivity, and help their firm to become competitive. The training and retraining of workers are focused more on the technical aspect of the jobs to introduce workers to modern machines and high technology equipment and to ensure zero defects of their products. Women workers are given the opportunity to learn more technical jobs mostly done by men.
5. **Employment.** Most of companies undergo retrenchment and/or transfer of employees since there is greater use of machines and high technology process resulting to lesser manpower but more efficiency for the company. There is more labor flexibility which means more contractual and casuals are hired than employees are made regular or permanent. The refocusing of human resources to leaner and multi-skilled workers has become a management philosophy to gain competitive advantage.
6. **Labor Relations.** All international laws affecting women's rights are followed. Women are encouraged to play major roles in the company since they tend to be more competitive. Unions are indirectly discouraged.

It can be noted that the effects of globalization on the Filipino firms in the CALABARZON areas are similar to the experience of other APEC-member countries. Such effects are evident in the hiring of more women, longer working hours, low wages, minimal benefits, and an attempt to comply with labor laws. More technical trainings are also given to adapt to new technologies, there is more labor flexibilization, and efforts are exerted to discourage unionization.

6. Summary and Conclusion

Findings reveal that a typical woman worker in CALABARZON is 24 years old. This is slightly younger than the national average. Statistics show that workers falling within the 20-24 age group accounts for only 11.61% of the workforce as compared to 23.31 for the 25-34 age group and to 24% for the 35-44 age group (BLES, 2001).

CALABARZON women workers have usually reached high school, which is slightly better than the national figures. Statistics show that employed persons that have reached high school account for 34.51% of the workforce as compared to 38.72% for those who have only elementary schooling, and 23.61% for those who have at least a college education (BLES, 2001).

Figures show that 63% of the women workers surveyed are regular employees, 6.31% are probationary, and 28.38% are contractual employees. Since they are mostly regular employees, they have security of tenure. This is different from the findings of Aganon, et. al (1997).

The typical woman worker in CALABARZON is also usually the first or second born child, Catholic, single, with an average of three (3) dependents, and an average family size of six which is similar to the national average based on NSO data. She is usually a regular rank-and-file employee (usually a production operator), and has been with the company for about two(2) years.

Women workers in CALABARZON firms comprise about 75% of the workforce. This is similar to the percentage cited by Aganon, et. al (1997) in their study of other economic zones.

Generally, the data seem to indicate that the working conditions of women workers in CALABARZON are comparatively better than in other export processing zones previously investigated. CALABARZON women workers, at least, receive salaries that are at par with the minimum wage rate in the area. In fact, some of them receives higher salaries than the minimum wage because of the nature of their job. This seems consistent with the finding that about a third of women workers perceive their present socio-economic condition to be better than their condition five years ago.

In terms of recruitment and selection, results also show that majority of the women workers got employed as a walk-in applicant. It took them about 36 days before they were accepted in the company, after going through an average of four (4) screening steps which they rated as fairly easy. The most difficult stage in the recruitment process was the long waiting time for interview and release of tests results. Upon acceptance, the women workers reiterated that they were given orientation by the firm before they started working. The orientation mainly focused on company policies and the actual tasks they have to perform.

The results illustrate that women workers perform their jobs six (6) days a week for an average of eight working hours per day. They enjoy a 54-minute lunch break and a 19-minute morning and afternoon snack breaks. Women workers are given more than 10% of their regular wage for each hour of work performed at night. The average overtime pay received by women workers is 28% of their daily regular rate. This is a little higher than the 25% premium

required by law. On payment for rest days, the average premium pay received by women workers is 34% of their regular wage which is higher than the 30% minimum requirement of the law. On payment for working during regular holidays, the average premium is only 148% of their regular rate which is way below the law requirement which is twice the worker's regular wage. On payment for working on special holidays, women are paid an average premium of 28% of their regular wage which is again below the requirement of law which is at least 30%.

In terms of compensation and benefits, the women workers acknowledge that they receive a monthly salary ranging from P2,000 to P12,000 per month. Those workers paid on a daily basis claim that their salaries range from P120.00 to P461.00 per day. Their average monthly salary is P5,926.79, while their average daily pay is P229.75. This remuneration is given twice a month, as confirmed by almost all, and is claimed mostly from the bank through ATM. Generally the data indicates that women workers receive basic wage which is above the minimum required in the Calabarzon area. Their average daily pay of P229.75 is higher than the nominal wage rate of P217 for the Extended Metropolitan Areas and P210 for the Growth Corridor Areas in non-agricultural sector of Southern Tagalog, as of October 2000. Assessing the adequacy of their compensation to meet the needs of their family, more than half of the women workers estimate it to be fairly adequate.

Results further show that many of the women workers are given training opportunities by their firm. These trainings come in the form of apprenticeship, on-the-job training, in-house seminars, and outside seminars. The in-house and outside seminars are mostly related to the technical aspects of their jobs in order to develop their skills and improve future performance which are necessary to become globally competitive. Those who have attended training(s) report having encountered three major problem areas, namely: (1) content; (2) methods; and (3) logistics.

Since the women workers started working in their enterprise, the majority have only been promoted once, mostly one step higher within the rank and file levels, rather than moving up to managerial level. These women said that it took them about one month to four years, or an average of two years, before they were promoted. A considerable number attests that their promotion has been based on merit as reflected in their performance evaluation. The current system of personnel promotion adopted by their companies has been assessed to be satisfactory by a majority.

Results also indicate that very few women have experienced sexual harassment and discrimination. Among these few cases perceived discriminations are related to education, civil status, gender, age, and economic status. This could be partly attributed to the predominantly female composition of the firms' workforces, as well as to the generally sound human resource practices of the firms as can be gleaned by the general compliance of the firms to government regulations and ILO standards. To maintain this favorable condition, government should continue its strict enforcement of labor standards.

However, the study also shows that there is a relatively low level of adoption of the provision for women facilities, family planning services, health, dental and occupational safety measures for the protection of women in the CALABARZON companies consistent with the findings of Aganon, et. al (1997). This is particularly true in the aspects of adult education, health programs, safety programs, and employee compensation insurance coverage. This is the reason why some women aver that they experienced fatigue due to too much work and they perceive that the work environment is not very conducive.

Moreover, women workers in the CALABARZON are more or less in the same plight as women workers in other export processing zones when it comes to unionization since only a handful of the firms in the CALABARZON are unionized. But this is better than the situation in the Mactan and Baguio Zones where there are no unions at all (Aganon, et.al.1997). These unions are mostly present in Japanese companies located in Cavite and are export-oriented, with large employment, have been existing for an average of 9.5 years, and have had an average profit last year. The data show that EPZs are havens for non-unionized firms in order to attract foreign investors. The study also reveals the very low level of women participation in the union as shown by their small membership and lack of leadership position in the union. This could be due to the fact that they find it difficult to become actively involved in trade union work due to the demands of their work, home, and family. Women consider that men should take the lead when it comes to union matters.

Likewise, it seems that there is a very low level of women workers' participation in the decision-making process affecting their rights, duties, and welfare in the firm. This low level of participation can be attributed to the limited means provided by the firms for women to be able to participate in decision-making processes. It is also possible that the management of these firms do not adhere to the philosophy of workers participation and empowerment. On the other hand, there is also the reality that the women workers do not possess the necessary leadership skills to be able to participate in the decision-making process of the company. This is consistent with the findings in previous studies (Aganon, et. al. 1997).

On post-employment condition, analysis indicates that the number one reason for termination is serious misconduct or willfull disobedience by the women worker of the lawful orders of the employer or its representatives in connection with work. The second top-ranking reason is absence without leave (AWOL). The third-ranking reason is fraud or willful breach by the worker of the trust reposed in her by her employer or the duly authorized representative. A big percentage of the workers say that their company undertook retrenchment. The justifications forwarded are due to: (1) economic crisis; (2) company cost-cutting; (3) low profits of firm; and (4) possible closure of the company.

Only 57 out of 219 women workers opine that their economic and social lives are affected by globalization, while 162 believe that it has no effect on their lives at all.

Among the negative effects of globalization more frequently cited are related to: (1) conditions of work; like the need to render overtime work frequently in order to meet rush orders and deadlines for company requirements; casualization/ contractualization of workers; or difficulty in finding a regular job; (2) salary; like difficulty to have salary increases, or low salary, or inadequate salary to meet family needs and cope with changes in technology (e.g. buy cellphone and computer); (3) company's condition; like dropping sales/profit due to stiff competition which leads to stricter implementation of policies to produce quality products just to be able to face stiff foreign competition; (4) information technology, which enables them to adapt to the use of new tools such as internet, cellphone and media networks, which not everybody could avail of, but are still part of the economy; and (5) financial difficulties; which hinder them from buying all their family needs due to increasing prices.

On the other hand, the positive effects that women workers perceive about globalization is related to conditions of work such are: (1) easier jobs because of the availability of modern equipment like computers and other high-speed/technology machines; and (2) more employment opportunities for more people because of free trade that enables many firms to operate in the Philippines.

The management representatives give an array of replies on the effect of globalization on the Filipino firms in particular. They feel that globalization has opened up opportunities for women and that women are now preferred over the men because of their attitude and capacity to learn. Because of the heavy workload which prohibits women workers from taking extended leaves, family planning services are beginning to be emphasized in the companies, while women workers received leaves wages, attempts are made by firms to observe labor laws regarding compensation.

Women workers are also given the chance to develop their technical skills to meet the demands of their jobs through various trainings. Women are also encouraged to play major roles in the companies, although unionizing is not allowed.

On the negative side, however, management representatives see the trend towards leaner but multi-skilled manpower base, thus the tendency to retrench and hire more contractual employees.

Overall, the findings lucidly show that globalization has made a significant change in the volume and composition of the participation of women in the economy. In particular, it has resulted in the feminization of the workforce in the export processing zones, notably in the semiconductor/electronics and garment industries. Although they are given preference by the CALABARZON employers because of their attitude, moral values, patience, and dexterity, they still have to apply and compete for jobs which are usually low-waged and low-skilled (e.g. production operator, assembly worker, encoder).

Similar to other women workers in EPZs around the world, Filipino women workers work long hours per day and even on their rest days or holidays to meet the demands of the customers of their firms, particularly in the global market. The use of

high technology equipment and processes has also changed the nature of their job and the level of skills expected of them to perform the job. Women workers, therefore, have to acquire the new skills through the technical training given to them. There is even no mention of behavioral or human relations skills training to prepare them for managerial positions in their companies.

The women's socio-economic and political life has also been altered because of the long hours of work during the day and during the week and the pressure from work. Although they receive compensation for overtime work, not to mention the fringe benefits they get which adds to their family income, this has resulted in their having less time for personal concerns like pursuing their studies, enjoying longer rest periods, fulfilling family obligations like rearing of children, and participating in union or community activities. This means less time or no time allotted to be concerned with women issues and fight for women's rights in this society which is used to a patriarchal way of life.

Generally, women workers' conditions do not differ significantly, whether they are Filipino-owned or not, and whether they are export or domestic-oriented. While the women perceive their socio-economic condition to have been the same compared to five years ago, a significant number thought that they were better off. However, there are areas that need attention, particularly the extent of unionization among the workers, and the inadequate facilities for family planning services, health, dental, and occupational safety measures.

7. Recommendations

The impact of globalization clearly has important consequences for gender and equality-related policies and initiatives throughout the world. While globalization has resulted in benefits for women workers in terms of monetary benefits, there are also personal and social costs that accrue from it. Considering the contributions of women workers to firms in export processing zones, it is imperative that they share the benefits reaped by companies from globalization even as the negative effects are minimized.

In this regard, trade union and women's groups must implement the following:

1. Complement legislative initiatives with programs leading to equal access and empowerment in the fields of education, skills development, and employment in order to increase women's negotiating power and to facilitate the sharing of work and family responsibilities.
2. Lobby for structural adjustment programs that will protect women's rights, health and well-being, and promote the harmony of the family, as well as community relations.

3. Lobby actively for the ratification and implementation of international labor standards and national legislations which will promote equal employment opportunities and protection for women.

Firms in export processing zones could implement the following:

1. Develop and implement a set of core values, based on their best practices in their areas of human rights, labor standards and environmental practices, as their expression of corporate social responsibility, and thereby contribute to social stability and sustain the new global economic system.
2. Improve their facilities for family planning services, health, dental, and occupational safety measures.
3. Continue their training and development efforts, particularly in enhancing the skills of women workers to handle new technology; enhance training to include the behavioral and human relations skills.
4. Establish safety nets, in terms of separation pay and training, for workers that might be affected by restructuring efforts meant to improve their efficiency levels.
5. Encourage the establishment of works councils and participation programs to provide a venue for workers to contribute their ideas to improve business productivity.
6. Work collectively as an industry (through business associations) to ensure the consistent implementation of ILO standards across firms.

The positive impact of globalization can also be felt if at the APEC level, policymakers in the different countries will do the following:

1. *Promote better education and technical training for women.* Efforts must be exerted to improve the quality of education by giving emphasis to basic knowledge and technical skills needed by the industries to fill better paying jobs. Corollarily, technical training can either be provided to more women workers by TESDA, CHED and other private organizations which can supplement technical training not offered in schools but needed by industry.
2. *Review and revise the objectives for setting up EPZs.* Although EPZs are part of the means to enable globalization to create more work and increase competition, firms in these economic zones must be socially responsible by implementing the laws that afford protection to all workers, particularly women.
3. *Promote the concept of social partnership.* Employer representatives and labor representatives should work together towards the goal of global competitiveness

tempered with genuine concern for the protection of rights and promotion of the welfare of workers. This could be done by passing laws encouraging the creation of labor management councils or works councils even in the absence of labor unions.

It is not enough to create and implement the right policies. Policymakers must communicate the promise of globalization better and make clear the Philippines' stake in being a member of APEC and the role that each sector must play to achieve success. At this crucial time of our history, the policymakers must be able to bring together and consolidate civil society, local communities, NGOs, trade unions, the private sector, the church, and the poor themselves to be partners in the development of our country on the framework that globalization and trade expansion are good for growth.

GLOSSARY OF TERMS

Adequacy of salary and benefits refers to the perception of women workers on the adequacy of compensation, incentives, monetary and non-monetary benefits provided to them by their present employers. It is measured based on a 5-point Likert rating scale ranging from Very Inadequate to More Than Adequate. This scale is represented as: 5 – More than Adequate, 4 – Adequate, 3 – Fairly Adequate, 2 – Inadequate, and 1 – Very Inadequate.

CALABARZON is the acronym of five provinces south and east of Metro Manila, namely: (1) Cavite; (2) Laguna; (3) Batangas; (4) Rizal; and (5) Quezon. (Refer to Table 2 for the CALABARZON general profile). These are among the growth centers selected as the major areas for industrialization in the Philippines.

Deductions refer to the items regularly subtracted from the wages of the employees which can include one or more of the following (1) SSS deductions, (2) SSS loans, (3) Company insurance, (4) Pag-ibig Premium, (4) Pag-Ibig loan, (5) Medicare, and (6) Tax.

Development refers to the practices of the company related with the increase in skills through training that is necessary for proper job performance.

Difficulty of applying in the firm refers to the degree of difficulty or ease in going through the period of application to the firm where one is presently employed. The degree of difficulty is measured through a Likert rating scale between Very Difficult to Very Easy. This scale is represented as: 5 – Very Easy, 4 – Easy, 3 – Fairly Easy, 2 – Difficult, and 1 – Very Difficult.

EPZs or Export Processing Zones, according to ILO are “industrial zones with special incentives to attract foreign investment, in which imported materials undergo some degree of processing before being exported again.” In some countries, EPZs are indistinguishable from organized, modern business complexes. But in many others they take the form of ring-fenced enclaves of industrial monoculture. No matter what form EPZs take, the free trade, foreign-investment and export-driven ethos of the modern economy has transformed them into “vehicles of globalization.”

Forms of Payment refer to payment of wages classified either in the form of: (1) cash, (2) check, or through (3) automated teller machines.

Globalization as defined by Rosenau (1997), is the transformation of practices and norms that is changing humankind’s preoccupation with territoriality and the traditional arrangements of the state system. It encompasses pervasive complexities and contradictions that have the potential both to enlarge and to degrade our humanity.

Health, Dental and Occupational Safety refers to the medical and dental services as indicated in the labor code such as: (1) First Aid Treatment, (2) Emergency Medical &

Dental Services, and (3) Health Program. It also includes Occupational Health & Safety Programs, Employees Compensation & State Insurance, Medicare and Adult Education.

Labor Relations refer to the relationship between the company's management and employees as indicated through the practices of self-organization or unionization, Collective Bargaining, Discipline and Grievance procedures.

Level of Profitability identifies the financial condition of the company as indicated by the management representative in terms of its profit last year (1999), either as: (1) Loss, (2) Breakeven, (3) Low Profit, (4) Average Profit, (5) High Profit.

Location of Company refers to the geographical location of the company, in terms of province, whether Laguna, Cavite or Batangas, where the women worker respondent is presently employed.

Nature of Business refers to whether the main activity the company is export-oriented, domestic-oriented or both.

Other fringe benefits refer to benefits provided by the company other than the benefits mandated by law which includes one or more of the following (1) Rice subsidy, (2) Bonus, (3) Uniform, (4) Car Loan, (5) Housing Loan, (6) Transportation Allowance, (7) Medical allowance, (8) Meal allowance, and (9) Hospitalization.

PEZA or Philippine Economic Zone Authority is a government corporation under a director general. The PEZA's mission is to contribute to the national effort of accelerating employment generation through the different export processing zones in the countryside.

Place of payment refers to the place where wages are usually paid or distributed by the company which could either be (1) bank, or (2) company cashier's office.

Post Employment refers to practices of the company related to the termination of employment, retirement from service, and security of tenure of existing employees.

Recruitment and Selection refers to the practices of the company in the procurement of the proper kind and number of personnel necessary to accomplish organizational goals. These practices translate to steps which women workers go through in the process of application. It may include one or more of the following: (1) Initial interview, (2) Filling up of application form, (3) Reference checking, (4) IQ Tests, (5) Practical skills test, (6) Psychological tests, (7) In-depth interviews, and (8) Physical examination.

Size of Employment refers to the grouping of companies based on its present number of employees. They are grouped as: small (less than 20 employees), medium (20 to 99 employees), and large (100 or more employees).

Socio-economic condition refers to the present economic and social status of women workers compared to their status five years ago using the Likert rating scale which

ranged from Very Difficult to Much Better. This scale is represented as: 5 – Much better, 4 – Better, 3 – Same, 2 – Difficult, and 1 – Very Difficult.

Special Working Conditions for Women refer to provisions indicated in the Labor Code pertaining to employment of women which includes the following (1) (1) Nightwork prohibition, (2) Facilities for women such as special seats , separate toilets, and nursery in the workplace (3) Maternity Leave benefits , (4) Family Planning Services, (5) Discrimination Prohibition, and (6) Stipulation Against Marriage or conditional employment based on marital status.

Training Program refers to the practices of the firm where women workers are employed, in relation to the acquisition and enhancement of knowledge, attitude, skills, and habits necessary to perform one’s job.

Time of payment refers to the time or period when wages are usually paid which could either be: (1) daily, (2) weekly, or (3) twice a month.

Type of company refers to the presence of labor union in the company whether the company is unionized or non-unionized

Type of Ownership refers to the grouping of the companies based on citizenship of majority owner. The major groups are classified into Filipino/Domestic-owned companies and Foreign-owned companies. Filipino/Domestic owned companies are further subdivided into Filipino and Filipino-Chinese subgroups. Foreign-owned companies are further subdivided into Chinese, Japanese, Taiwanese, Korean and other nationalities that includes American, Malaysian, and British.

Wages refer to the “remuneration or earnings, however designated, capable of being expressed in terms of money, whether fixed or ascertained on a time, task, piece, or commission basis, or other method of calculating the same, which is payable by an employer to an employee under a written or unwritten contract of employment for work done or to be done” as claimed by the women worker expressed in terms of pesos.

Working conditions refer to the situation of women workers in the company they are employed based on the following:

- | | | | |
|-----|--------------------------|-----|---------------|
| 3.1 | Hours of work | 3.5 | Holidays |
| 3.2 | Meal Period | 3.6 | Overtime Work |
| 3.3 | Night Shift Differential | 3.7 | Other Leaves |
| 3.4 | Weekly Rest Period | | |

Years of Existence refers to the length of time the company has been operating in the Philippines. The length of time is based on the range of years classified as: (1) One to Five Years, (2) Six to Ten years, (3) Eleven to Fifteen Years, and (4) More than Fifteen Years.

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