

EMPLOYEES' PERCEPTIONS OF A FAMILY-RESPONSIVE WORKPLACE AND THEIR PRODUCTIVITY



PMAP-IW

2019

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ABOUT THE ORGANIZATIONS

PMAP

People Management Association of the Philippines (PMAP) is the thought leader and voice of people management in the Philippines. It was established in 1956 and is the leading organization of people managers and human resources practitioners. It is committed to fostering the strategic development of management of Filipino human capital, promotion of the sharing of expertise and solutions, and carving new trails in thought leadership. It pursues women's economic empowerment by giving voice to women employees through research and advocacy.

INVESTING IN WOMEN

Investing in Women (IW) is an initiative of the Australian Government that catalyses inclusive economic growth by contributing to women's economic empowerment in South East Asia.

IW uses innovative approaches to improve women's economic participation as employees and as entrepreneurs in the Philippines, Indonesia, Vietnam, and Myanmar and focuses on the following pathways:

- Workplace Gender Equality (WGE) – IW partners with influential businesses and coalitions to drive gender equality by shifting workplace culture and practices and support business to address policy barriers to advancing WGE.
- Impact Investment for Women's SMEs – IW establishes blended finance instruments with leading impact investors to move capital with a gender lens for women-owned and women-led Small and Medium Enterprises (SMEs) and partnerships with industry networks and strategic intermediaries to normalise gender lens investing principles across the growing impact investing field.
- Influencing Gender Norms – IW works with a range of advocacy partners to shift harmful attitudes and practices that entrench discrimination against women in the world of work.

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BBREVIATIONS

CDO	Cagayan de Oro
CEO	chief executive officer
FGD	focus group discussion
Flexitime	flexible time schedule
HMO	health maintenance organization
HR	human resources
HRD	human resource department
ILO	International Labour Organization
IW	Investing in Women
NCR	National Capital Region of the Philippines
PMAP	People Management Association of the Philippines
RAP	retention, advancement, and performance
SE	standard error
SMEs	small and medium-sized enterprises
Stdev	standard deviation

G

GLOSSARY

Advancement – The number of times the employee has been promoted and the number and quality of special awards and recognition received by the employee as perceived by the employee.

Employee perception – A perspective an employee has based on his/her view of a situation; it is not necessarily based on reality; reality may be different but how an employee views reality is something for an organization to look at.

employees' productivity – The level of retention, advancement, and performance of employees as perceived by employees.

family-responsive workplace policies – The company's stated directives and commitments as well as its programs and initiatives and the prevailing practices in the company that are aimed to respond to the family-related realities and concerns of employees and to develop a productive workplace

flexible work arrangements. The following are terms relating to flexible work arrangements:

flexitime – An alternative work arrangement where an employee works their full shift (of usually eight hours) each of their agreed upon working day^{1,2}

four-day work week schedule – An alternative work arrangement where the employee provides his/her services over a compressed workweek that reduces the number of days dedicated to work but maintains number of hours required.³

job rotation – An alternative arrangement that allows workers to move their shift to another schedule and have someone else cover their shift to not disrupt production.⁴

job sharing – An arrangement where two or more employees share a single job.⁵

output-oriented – An alternative work arrangement where an employee is not required to render the normal working time hours for as long as they are able to submit their deliverables.⁶

part-time work choice – A work arrangement where an employee works less than the normal working time normal to a business or institution.

¹ Nabong, T (2012) An exploratory study of work-family conflicts and enrichment of front-line hotel employees in the Philippines.

² Senate Bill No. 1571, Alternative Working Arrangement Bill

³ Senate Bill 1561, An Act Amending Article 83 of the Presidential Decree No. 442, otherwise known as The Labor Code of the Philippines as Amended

⁴ Senate Bill No. 1571, Alternative Working Arrangement Bill

⁵ Branine, M (2004) Job sharing and equal opportunities under the new public management in local authorities

⁶ Horning, K, Gerhard, A, Michailow, M (2018) Time Pioneers: Flexible Working Time and New Lifestyles

telecommuting – see work from home choice

work shift choice – The option of an employee to choose a schedule among available options that may be best for them to fulfill their role and attend to their personal needs.⁸

work from home choice – Also called telecommuting, is a work arrangement that allows an employee to work in alternative workspace environments such as an individual's home with the use of communication and computer technologies.⁹

leave – The following are the different types of leave and their definitions:

career break – See sabbatical leave.

emergency leave – This refers to a leave of absence granted to employees who had to attend to immediate filial and domestic matters (Department of Transportation and Communications). The reception of this leave does not necessitate the submission of specific forms days prior to its utilization. The duration of such leave is also decided by the employer, or through a collective bargaining agreement. Inclusion of this leave in the benefits is counted as compliance of the service incentive leave (DOLE, 2019d).

maternity leave – Refers to a 105-day or 3 months paid leave availed by married, and unmarried women working in either private or government sectors. This leave is afforded to them regardless of their civil status, the legitimacy of their child, as well as the type of delivery. Moreover, 7 out of the 105 days paid leave may be transferred to the father's leave (DOLE, 2019a; DOLE, 2019c; Roxas, 2019).

parental leave – This refers to a 7-day fully paid leave granted to solo parents provided that they have rendered a year of either broken or continuous service. Such enables them to perform duties requiring physical presence. It is not convertible to cash, and the establishment of emergency/contingency is not counted as compliance to this leave. Moreover, this protects solo parents from discrimination as well leave (DOLE, 2019d).

paternity leave – Based on RA No. 8187, this is a noncumulative, and nonconvertible to cash 7-day fully paid leave availed to married males working in the private sector regardless of their employment status. This is applicable only after the delivery, and covers the first four deliveries of the wife which the male is cohabiting with. The total leave shall not exceed 7 days for each of the deliveries leave (DOLE, 2019e). The recently implemented RA No. 11210 allowed the transfer of 7 out of the 105-day maternity leave to that of the male's thus totaling to 14 days (DOLE, 2019a).

⁷ Houseman, S, Osawa, M (2003) Nonstandard Work in Developed Countries: Causes and Consequences

⁸ Senate Bill No. 1571, Alternative Working Arrangement Bill

⁹ RA 1165 or the An Act of Institutionalizing Telecommuting as an Alternative Work Arrangement for Employees in the Private Sector

sick leave in the private sector refers to paid leave granted in account of sickness for each year of service wherein the particulars of the Service Incentive Leave (SIL) is applied. Similar to the vacation leave, the duration is decided by, but is not required of the employer (Ponsaran, 2019). Moreover, specifics on this leave is not provided by the law. As per the law, unused SL may be converted to cash based on the salary rate (DOLE, 2019f).

vacation leave in the private sector refers to refers to paid leave catering to an employee for personal reasons. Such is granted in each year of service wherein the particulars of the Service Incentive Leave (SIL) is applied (Ponsaran, 2019). The SIL states that: (a) an employee should at least have a paid 5-day leave after delivering one of service; (b) that the year of service is inclusive of paid leave, rest days, and regular holidays; and that (c) the employee is employed in a nongovernment sector, is not occupying a managerial position, is supervised by his or her employer, is supervised by an employer, has not utilized this benefit, and is not in personal service of another person (DOLE, 2019f). The duration is decided by, but is not required of the employer. Specifics on this leave is not provided by the law. As per the law, unused VL may be converted to cash based on the salary rate.

sabbatical leave – Also known as a career break. Employees on sabbatical can avail themselves of a paid leave that may or may not exceed a year depending on company policy. Tenure and other requirements depends on company policy. Sabbatical leave is not required by law and details vary depending on company policy. (Department of Transportation, and

performance – the quality of performance as perceived by the employee based on five levels of performance that range from very poor to excellent

retention – the reason an employee chooses and to stay in the company he/she works for based on five levels of importance that range from not important to most important. It is also measured by the length of service (in years) in the company as perceived by the employee.

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OREWORD

Balancing work and family life is one of the toughest challenges for people worldwide, but caring responsibilities most often fall on women. According to the International Labour Organization (ILO) Report/Gallup Survey on Women in 2016, women are less likely than men to put in longer hours and more likely than men to take leave to care for family and to take career breaks for small children. Family-responsive policies are crucial in addressing the challenge of enabling women and men to lead fulfilling lives.

People Management Association of the Philippines (PMAP) would like to make a difference in women economic empowerment by pursuing research on the implications of family-responsive workplace policies and practices on work-family balance and on the retention, advancement, and performance of women employees.

This study hopes to give voice to women employees, whose diverse personal opinions will contribute to a more effective alignment of workplace policies to their family needs and to those of the organization. While the study focuses on women employees, it hopes to impact as well on men employees who constitute the other half of the family. It hopes to be a valuable resource for formulating policy recommendations that could help promote family-responsive policies in the Philippine workplace.



Mr. Gerardo A. Plana, DPM
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EXECUTIVE SUMMARY

The People Management Association of the Philippines (PMAP) and Investing in Women (IW), an initiative of the Australian Government, collaborated on a research on the implications of family-responsive workplace policies on employee productivity in the Philippines in terms of retention, advancement and performance. IW is committed to pursuing women economic empowerment while PMAP is mandated to help ensure a safe and productive workplace for employees in the country.

The study used a mixed-methods approach. A survey instrument was used to generate quantitative data. From the survey respondents, a smaller sample was chosen for in-depth interviews to collect qualitative data. Focus group discussions (FGDs) with company leadership and management were also used to obtain further qualitative data. Survey enumeration was done first, which consisted of 384 randomly selected employees from large companies and small-to-medium enterprises that are members of PMAP. The sample came from preselected areas in the Philippines, including Bulacan province in Luzon Island, Cebu City in the Visayas Islands, Cagayan de Oro City in Mindanao, and Makati City in the National Capital Region. The respondents have a mean age of 35 years. As many as 53% are married while 47% are single. They have an average tenure in their current company of 7 years while the average household size is five. About 29% of the survey respondents still live with their parents and only 13% employ helpers at home.

In terms of socioeconomic status, 57% of the survey respondents are main income earners while 16% are sole providers in the family. Although the survey respondents were twice more women than men, a post-stratification survey weights adjustment was included in generating statistical results to account for underrepresented gender in the population. Furthermore, 65 of these survey respondents were subjects of the in-depth interviews with the spread equally distributed across four areas by gender and marital status. FGDs were also concurrently conducted to gather management perspective on the study. The information obtained from the three methods were triangulated to validate results. It is also important to note that the information reflects perceptions of employees rather than actual data taken from the companies that participated.

The results indicate a general satisfaction and feelings of welfare among the respondents. Family factors are important influencers in employees' productivity. The personal role of employees in their families (type of earner and age) and their perception of the most relevant policies and programs related to family-responsive workplace (good compensation) are key influencers of their perceived productivity (retention, advancement and perceived performance) in the workplace. Unmarried and married men and women alike have family concerns in varied ways. Companies should therefore be both inclusive and sensitive in developing family-responsive policies and programs.

Ensuring women's safety and security in the workplace and addressing issues on sexual harassment are ranked high in relevance. Companies should continue policies and practices in this connection.

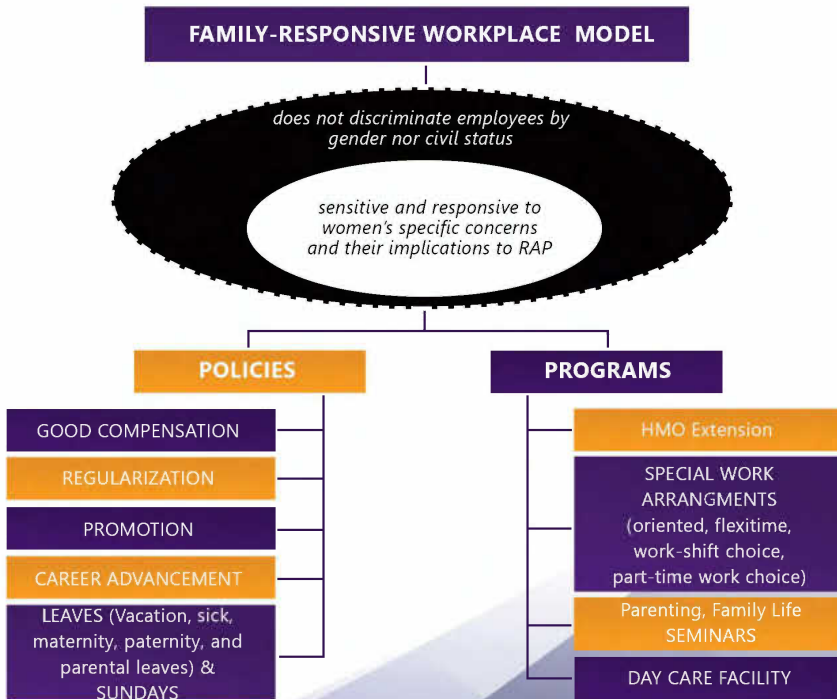
There are programs that have not been tested in terms of their relevance and family-friendliness because they are not provided by most of the companies. These are: day-care facility in the workplace, child-care subsidies, parenting and family life seminars. Companies may explore these programs especially for their young parent population.

The personal/familial sphere of Filipinos tend to merge with their work life. Qualitative responses in work life were often interspersed with responses that pertain to family/personal life. Employees do not separate their personal and familial experiences. More specifically, positive experiences at work positively impact on family life. The same does not hold true though with negative experiences at home.

As a way of synthesizing the above results, a working model for a family-responsive workplace in the Philippine context is proposed.

FIGURE 1. A WORKING MODEL OF A FAMILY-RESPONSIVE WORKPLACE

(Note: Order of identified importance is from top to bottom)



This company considers the peculiar, more specific needs of women, married or single, especially those in their child-bearing and child-caring years and the way these familial concerns affect their

productivity. This family-responsive workplace is also inclusive, as it does not discriminate nor place any distinction among employees by gender and civil status in its policies, programs and practices. The company recognizes that good compensation, regularization, promotion and career advancement significantly impact on family life. More explicit family-responsive policies and programs that were identified to be most important to employees, in their order of importance are: health maintenance organization plans or extension of health insurance to the family; special work arrangements; and on leave, keeping Sundays free, reviewing utilization patterns of vacation and sick leave.

Recommendations were proposed to companies for policy and program development, to employees for practical application, and to family and gender experts and advocates for further studies. In particular, family-responsive programs can be made inclusive of men and women and married and single employees, considering as well their role in their families, good compensation, competitive salary and wage.

As health is an important concern for employees and their families, a review of policies on health maintenance organization (HMO) insurance plans can be extended even to unmarried employees.

Likewise, establishing a database of the employees' family-related needs and keeping track of the needs—especially of the younger employees and those with very young children and school-aged children—would be very helpful.

On the other hand, the employees can be exhorted to be upfront with the company with their family concerns so that these can be adequately addressed.

To uncover more nuances to the study of family-responsive practices, further research may be done to cover particular needs among some industries, such as business process outsourcing (BPO) companies, healthcare facilities, educational institutions, production/manufacturing companies, banks, etc. Moreover, an in-depth study focusing on the family-related needs of women in their post-childbearing years may be done, as these were not covered by this study.

Of particular interest as well would be a study that delves beyond employee perceptions and makes use of objective data from companies to measure employee productivity.

Finally, PMAP could encourage its member organizations to pursue gender audits and participate in a continuing learning platform for sharing best practices to advance gender equality in the workplace.



INTRODUCTION

Balancing work and family life is one of the toughest challenges for people worldwide, but caring responsibilities most often fall to women. According to the International Labour Organization (ILO) Report/Gallup Survey on Women in 2016, women are less likely than men to put in longer hours and more likely than men to take leave to care for family and to take career breaks for small children. Family-responsive policies are crucial in addressing the challenge of enabling women and men lead fulfilling lives.

While many such policies are practiced in the workplace, both women and organizations would like these policies to more effectively respond to their needs and create an impact on the retention, advancement and productivity of women at work. For one, retention and advancement are the most important outcomes for women employees, noted a 2016 Boston Consulting Group report that covered Singapore, Malaysia, Indonesia, and Vietnam. For another, organizations would like to see improvements in productivity, measured in terms of worker performance, as suggested in a study. (Sauerman, J. "Performance Measures and Worker Productivity," 2016.)

In the Philippines, Republic Act No. 9710, the Magna Carta of Women, declares the country's policy "to promote empowerment of women and pursue equal opportunities for women and men and ensure equal access to resources and to development results and outcome." This statement enjoins organizations to develop plans, policies, programs, measures, and mechanisms to address discrimination and inequality in the economic, political, social, and cultural life of women and men. Moreover, it commits the State "to provide ample opportunities to enhance and develop their skills, acquire productive employment and contribute to their families and communities to the fullest of their capabilities."

It is towards this end that this study hopes to make a contribution. In partnership with Investing in Women, an initiative of the Australian Government, the People Management Association of the Philippines (PMAP) hopes to give voice to women employees, whose diverse personal opinions will contribute to a more effective alignment of workplace policies to their family needs and to those of the organization. While the study focused on women employees, it hopes to impact as well on men employees who constitute the other half of the family. It hopes to be a valuable resource for formulating policy recommendations that could help promote family-responsive policies in the Philippine workplace.

PMAP undertook this initiative as part of its mandate to help ensure a safe and productive workplace for employees in the country. It is an organization of institutions in industry, government, and the academe and has a nationwide membership base of 1,200 corporate members who are themselves leaders in corporate social responsibility. Therefore, while this study focused only on its members, the results can be viewed as a reference for corporate action in the enhancement of family-responsive workplace policies that relate to employee productivity. The study could also lead to further research into the topic and on a larger national scale.

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RESEARCH OBJECTIVES

The study generally aims to facilitate the development of more family-responsive workplaces that effectively meet the needs of women employees and their employers in the Philippine context.

Specifically, this study pursues the following objectives:

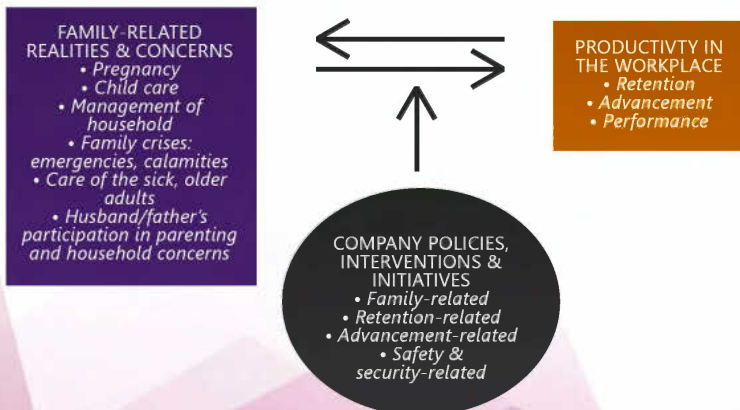
1. To identify existing family-responsive workplace policies;
2. To determine the effectiveness and relationship of these policies in meeting the needs of employees, and their relationship with employee productivity, including retention, advancement and performance, particularly of women with or supporting families; and 3. To formulate recommendations for program and policy reforms to make workplaces more responsive to the needs of the family.

RESEARCH FRAMEWORK

The framework of this project is based on its rationale and objectives. In the context of Philippine society, women tend to spend more time than men on family concerns related to child-care and domestic work.

Some might too readily assume that family-related policies benefit only women. But family-related policies benefit both women and men. This project assumes that employee productivity is enhanced when the workplace is responsive to family-related realities and concerns that both women and men face. This productivity enhances their performance, their retention and advancement, which likewise enhance employees' family life and general well-being. Figure 1 provides a graphical representation of the working framework of the project.

FIGURE 2. FAMILY-RESPONSIVE WORKPLACE AND EMPLOYEES' PRODUCTIVITY



The above working framework indicates the correlational nature of this study, which determined the extent of the relationship between company policies, interventions and initiatives and employees' productivity in terms of their performance, retention and advancement. The study explored whether an increase or decrease in one of the two variables would result in an increase or decrease in the other.

RESEARCH METHODOLOGY

This research used a mixed approach of both quantitative and qualitative data. The study did not use company records on employee profiles and classification. A survey instrument was used to generate quantitative data. A random sample of employees was selected from large companies and small-to-medium enterprises that are members of PMAP. From these randomly selected employees, the respondents of the in-depth interview were selected wherein the four segments by gender and marital status were equally represented. FGDs were also concurrently conducted to provide perspective from management and to validate the data gathered from the survey and in-depth interviews of employees. The information obtained from the three methods of data collection were triangulated for validation and enrichment of results. It is also important to note that the data gathered from the three methods represent perceptions of employees and management. The research team mapped and reviewed national policies and relevant literature on making the workplace more family-responsive. On the basis on the review of literature and laws and practice trends, an online survey instrument, a work/personal timeline graph, in-depth interview questions, and an FGD questionnaire guide were developed.

The following figure (Figure 2) summarizes the methodology employed for this research.

FIGURE 3. RESEARCH METHODOLOGY



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URVEY SAMPLE AND INSTRUMENT

From all 1,200 PMAP corporate members with 27 chapters, a random sample of employees with at least two years of work experience with PMAP corporate members was surveyed online and through face-to-face interviews.

The selection of employees from the selected PMAP corporate members, which agreed to participate in the survey, employed a probability sampling procedure for more conclusive research results. A total of 384 randomly selected employees from large companies and small and medium enterprises (SMEs) comprised the survey. The random selection represented the three main island groups of the Philippines, as well as the National Capital Region (NCR).

For more efficient costing and survey administration, each island group was represented by a pre-selected area where a large number of PMAP members is situated. These preselected areas were Bulacan in Luzon, Cebu City in Visayas, Cagayan de Oro City in Mindanao, and Makati City in NCR. Based on PMAP data, these areas have the most number of company members out of its 27 chapters around the country. A stratified random sample of employees was drawn and interviewed with the company as grouping variable. No further stratification (e.g. gender, civil status, etc.) was made due to unavailability of classification information. Most companies only provided either their employees' names or employees' ID number. It is also important to note that employees who were on paternity/maternity leave and employees who have left the company were not included in the study. The minimum sample size for each preselected area was computed using a 95% confidence level, a margin of error of 0.08 and a design effect of 0.50 (see table below).

TABLE 1. LIST OF PRESELECTED AREAS FOR EACH ISLAND GROUP

Island Group	Preselected Area
NCR	Makati City
Luzon	Bulacan
Visayas	Cebu
Mindanao	Cagayan de Oro

The survey sought to gather key personal information (i.e., sex, civil status, family size, role in family as sole or main provider, income and expenses) and work-related data (i.e., tenure, position in company, reasons for choosing work and staying with company, personal assessment of work performance, and promotion). Also, it sought to gather information on employee respondents' level of awareness to and relevance of company policies and practices relating to productivity and perceived to impact on their work and family life.

A list of policies and programs practiced by companies was provided in the survey instrument. This list was developed using desk research. However, to capture other related policies and programs, they can still be inputted by the survey respondents through the space for “Others, please specify” in the questionnaire. The survey instrument is attached as Appendix A.

The survey instrument was pretested for validity. To ensure quality of data, enumerators were selected and trained to assist the conduct of the survey in each selected area.

IN-DEPTH INTERVIEWS

Following the conduct of the survey, in-depth interviews were conducted to confirm the data gathered from the survey. From the randomly selected 384 employees, 65 of them were selected to be part of the in-depth interview. These employees were chosen such that the four areas by gender and marital status will have equal representation. Unlike the survey, this approach allows more focus and context on the employees’ experiences and perspectives in their work, as well as their personal/family life with the aid of a tool known as timeline (see Figures 3 and 4 for the work/personal timeline graphs). The two timelines were answered separately and independently, with the work timeline first, followed by the personal/family timeline. The employees who participated in the in-depth interview were uninformed that after answering the work timeline, they will be asked to answer the family timeline. Moreover, these timelines guided the sample respondent employees’ in recalling their actual experiences in the workplace, as well as in their personal/familial sphere in the interview that followed. These instruments were also pretested prior to administration in the field.

The beginning of the timeline for both the work and personal/family was the year the respondent employee started with the corporation/company. In the workplace timeframe, significant events such as regularization, promotion, training and being sanctioned, viz., retention, advancement and performance (RAP) of employees, were marked according to the year they occurred and the perceived quality of experience that accompanied the event. Positive experiences were marked on the upper portion of the graph while negative experiences were indicated on the lower part of the graph in three levels of intensity from (+1) to (+3) and (-1) to (-3), respectively.

The same was done for the personal/family timeline graph, this time, identifying significant personal and family events. Age, number of years married, and the number and ages of children were noted before the line that symbolized start of work in corporation. Figures 2 and 3 below show the sample of timelines obtained during the second stage of data collection.

FIGURE 4. SAMPLE WORK TIMELINE

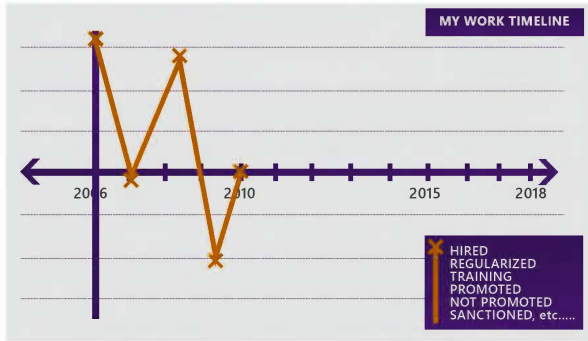
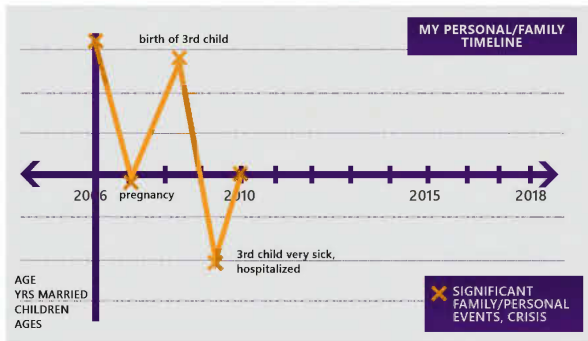


FIGURE 5. SAMPLE PERSONAL TIMELINE



FOCUS GROUP DISCUSSIONS

Management were invited to take part in FGD and key interviews to ensure that their perspectives were represented and datasets were balanced. The FGDs engaged mostly HR managers, business owners and representatives of member companies from both large companies and small-medium enterprises located in the four key PMAP chapters selected for this research: Bulacan, Cagayan de Oro City, Cebu City, and Makati City.

There were eight FGDs conducted attended by a total of 52 participated in the FGDs. These were largely attended by women managers of the companies (90%). As most of the business owners/ chief executive officers were not available during the conduct of the FGDs in the field, the research team sought their consent and availability for separate individual interviews. A total of 10 CEOs, business owners, or company representatives were separately interviewed, six of them women. The latter's participation was intended to provide more substance to the data gathered from the FGDs.

Discussions were structured to collect management's perspectives on the employees'¹⁰ family concerns and their mechanisms in making the workplace more responsive to such needs while ensuring productivity. This included discussions on family-related company policies and practices that are made available to employees, particularly those affecting productivity such as retention, advancement and performance (RAP) of employees.¹¹

DATA ANALYSIS

Survey preprocessing included data validation, data cleaning, and survey weights adjustment. Frequency and percentage distributions and descriptive statistics were generated for specific variables gathered from the survey. Aside for the computation of the survey weights to reflect the sampling design during statistical analysis, post-stratification weights were also computed to mitigate bias in the results. The post-stratification weights account for the underrepresented gender incurred because of the limitation of the survey frame used in selecting sampled employees. Statistical tests were performed to compare groups in terms of specific variables. To determine the relationship and impact of employees' perception on family-responsive workplace policies and employees' productivity relating to retention, advancement, and performance (RAP), appropriate correlation analysis was used. Further, binary logistic regression models were constructed to determine indicators of employees' productivity as perceived by employees.

With the qualitative data, themes were identified from the answers according to the objectives of the study and responses were grouped according to shared themes. The timelines were likewise processed by placing the work timeline and family timeline side by side, individually, to observe the converging and diverging points of events or circumstances identified by each respondent.

Preliminary results were validated through a forum among participating companies. Meetings with PMAP executive management, Investing in Women, and its key relevant partners were also convened to further validate interpretation of data, conclusions and recommendations as well as

to collaborate towards identifying programs and policy reforms needed to make workplaces more family-responsive.

¹⁰Employees herein refer to both men and women employees.

¹¹Appendix 2.3: Questionnaire Guide for FGD and Interview with CEOs

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RESULTS AND DISCUSSION

The results of both the quantitative and qualitative data were integrated in the following discussion of results. The quantitative data provided a big picture of the results, as well as quantitative measures of the relationship of study variables.

The qualitative data allowed for validation, elucidation and/or further clarification of the quantitative data as well as generate other salient information otherwise not captured in quantitative approach. Results were also discussed according to existing global/national data and reviewed literature.

1. The Respondents

Below are the results and the discussion of results of the survey among employees, followed by results and discussion of results for the in-depth interviews of employees. Results and discussions of the results for of the focus group discussion among HR managers, business owners and representatives of member companies appear in a later section.

1.1. Profile of Survey Respondents

A total of 384 randomly selected employees comprised the survey representing the three main island groups of the Philippines including the National Capital Region (NCR). Each island group was represented by a preselected area, i.e., Bulacan in Luzon (19.79%), Cebu City in Visayas (22.39%), Cagayan de Oro City in Mindanao (30.99%), and Makati City in NCR (26.82%). As many as 232 (60.42%) were from large companies and 152 (39.58%) were from small and medium enterprises (SMEs). There were more women (65.62%) than men (34.37%) survey respondents randomly selected with an approximate ratio of 7:3.

TABLE 2. SURVEY RESPONDENTS BY COMPANY SIZE AND BY GENDER PER AREA

Area	Female		Male		Total
	Large	SMEs	Large	SMEs	
Makati	45	26	23	9	103 (26.82%)
Bulacan	35	24	7	10	76 (19.79%)
Cebu	35	19	20	12	86 (22.39%)
CDO	36	32	31	20	119 (30.99%)
Total	151	101	81	51	384 (99.99%)

The mean age of the survey respondents was 35 years old (standard error=0.84) with aged 20 and being the youngest and 62 years being the oldest. Moreover, younger respondents outnumbered older ones (skewness=0.82).

TABLE 3. SUMMARY STATISTICS OF SURVEY RESPONDENTS' AGE PER GENDER

Variable	Min	Max	Median	Mean	Stdev	SE	Skewness
Female	22.00	62.00	33.00	34.63	9.24	0.88	0.84
Male	20.00	60.00	32.00	34.50	8.80	1.29	0.84
Overall	20.00	62.00	33.00	34.55	9.08	0.92	0.84

*Stdev = standard deviation, SE = standard error

Length of service. The average length of service of the survey respondents in their current company was 7 years (standard error=0.54) with 33 years as the longest service. The length of service was skewed to the right (skewness=1.57), which implied that few employees have been serving longer years in their company.

TABLE 4. SUMMARY STATISTICS OF SURVEY RESPONDENTS' LENGTH OF SERVICE (IN YEARS) IN CURRENT COMPANY PER COMPANY SIZE

Variable	Min	Max	Median	Mean	Stdev	SE	Skewness
Large	2.00	33.00	10.25	7.94	6.15	0.73	1.47
SMEs	2.00	27.00	8.00	6.80	4.99	0.72	1.65
Overall	2.00	33.00	5.00	7.49	5.74	0.54	1.57

*Stdev = standard deviation, SE = standard error

Position in company. Most (61.46%) respondents were in a nonsupervisory position. Results revealed an odds ratio of 1.0563, which indicate that the chance of being in a supervisory position than nonsupervisory position for men employees was more likely than their women counterparts. However, results of the Rao-Scott Chi-Square test found that the sample data do not provide evidence that position, either supervisory or nonsupervisory, of an employee was related of his or her gender (p-value =0.0972). However, there is a limitation on the data the survey obtained regarding the employee's position since it did not identify the specific management level.

TABLE 5. DISTRIBUTION OF SURVEY RESPONDENTS BY POSITION AND BY GENDER

Position	Gender		Total
	Female	Male	
Non-supervisory	156 (61.90%)	80 (60.61%)	236 (61.46%)
Supervisory	96 (38.09%)	52 (39.39%)	148 (38.54%)
Total	252 (65.62%)	132 (34.37%)	384

1.2. Profile of Participants of In-depth Interview

The participants in the in-depth interviews were taken from those sampled in the survey. A total of 65 key participants acted as key informants in the in-depth interview, with the spread equally distributed across the four preselected areas by gender and marital status. Beyond noting their gender and civil status, they must have worked with company for at least 2 years; if married, must have children; and must be willing to participate in the interview. The interviews were undertaken in an appointed area in the workplace with some privacy. The actual distribution of the interview respondents were as follows:

TABLE 6. GENDER AND MARITAL STATUS BY PARTICIPANTS OF THE IN-DEPTH INTERVIEW

Female		Male		Total
Single	Married	Single	Married	
17 (26.15%)	15 (23.08%)	15 (23.08%)	18 (27.69%)	65 (100.00%)

2. The Survey Respondents and Their Families

2.1 Marital status. There were more respondents who are married (52.86%) compared to those who were never married or single (47.14%). Those included in the single category are respondents who are either never married, not legally married with or without children. Both sexes may be found among those who are single parents, cohabiting or living-in. Those under the category of married are those who are or have been legally married, separated or widowed. All those who are widowed, separated and annulled are women. Table 7 below presents the distribution of the survey respondents by marital status and by gender per area.

TABLE 7. DISTRIBUTION OF SURVEY RESPONDENTS BY THEIR MARITAL STATUS AND BY GENDER PER AREA

CIVIL STATUS	Makati		Bulacan		Cebu		CDO		Total
	F	M	F	M	F	M	F	M	
SINGLE									181 47.14%
Single/Never married	32	13	20	9	23	10	30	24	161
Living-in/Cohabiting	1	0	0	0	2	3	2	2	10
Single Parent	2	0	1	0	3	1	2	1	10
MARRIED									(Legal) 203 52.86%
Married	33	19	37	8	26	18	31	24	196
Separated/Annulled	1	0	1	0	0	0	1	0	3
Widowed	2	0	0	0	0	0	2	0	4
Total	71	32	59	17	54	32	68	51	384

2.2 Household size. The survey respondents belong to households with an average of four members, closer to national estimates of five members per household. Also, about 28.65% of the survey respondents still reside with their parents while 16.15% shared their home with relatives. Only 12.50% employ domestic workers at home.

TABLE 8. SUMMARY STATISTICS OF SURVEY RESPONDENTS' HOUSEHOLD SIZE PER GENDER

Variable	Min	Max	Median	Mean	Stdev	SE	Skewness
Female	0.00	12.00	5.00	4.67	2.03	0.12	0.42
Male	0.00	21.00	4.00	4.27	2.65	0.29	2.23
Overall	0.00	21.00	4.00	4.42	2.27	0.19	1.33

*Stdev = standard deviation, SE = standard error

2.3 Household arrangements. Half of the respondents are living with their nuclearfamily while the other half have other persons in their households related to them in different ways. They are mainly parents, followed by other relatives and domestic workers. Some have friends living with them. More women respondents than men live with domestic workers and other relatives.

TABLE 9. PROFILE OF SURVEY RESPONDENTS' HOUSEHOLD ARRANGEMENT PER GENDER

Household Characteristics	Female	Male	Sub-total	Total (%)
Solely with immediately family	120	70		190 (49.47)
With other persons living				194 (49.48)
With parents	70	40	110	
With relatives	46	16	62	
With house helper	37	11	48	
With friends	4	5	9	
Total	252	132	384	384

2.4 Number of children and their ages. For survey respondents with children, most of their children aged between 6 and 12 years while the least frequent are the age group of more than 18 years old. Moreover, the distribution of the number of children is skewed wherein as the number of children increases, the percentage distribution decreases. Most survey respondents have number of children ranges from one to two, with seven children as the highest number.

TABLE 10. PROFILE OF SURVEY RESPONDENTS' AGE OF CHILDREN PER SPECIFIC CHARACTERISTICS

Employees' characteristics	Age of their children				
	0 to 2 years	3 to 5 years	6 to 12 years	13 to 18 years	More than 18 years
Sex					
Female	34	35	51	45	31
Male	16	24	32	16	9
Civil status					
Married	42	47	72	55	35
Single	8	12	11	6	5
Type of earner					
Sole provider	4	8	10	7	6
Main/primary income earner	31	36	53	36	25
Income sharer or contributor	15	15	20	18	9
Current job position					
Supervisory	24	26	32	31	27
Non-supervisory	26	33	51	30	13

TABLE 11. PROFILE OF SURVEY RESPONDENTS' NUMBER OF CHILDREN PER SPECIFIC CHARACTERISTICS

Employees' characteristics	Number of children						
	0	1	2	3	4	5	7
Sex							
Female	120	52	52	20	6	1	1
Male	64	24	31	7	6	0	0
Civil status							
Married	34	53	79	24	11	1	1
Single	150	23	4	3	1	0	0
Type of Earner							
Sole provider	26	10	8	2	3	0	0
Main/Primary Income earner	94	48	50	18	7	1	1
Income sharer or contributor	64	18	25	7	2	0	0
Current Job Position							
Supervisory	55	33	38	16	5	1	0
Non-supervisory	129	43	45	11	7	0	1

2.5 Family goals. Participants from the in-depth interview were asked about the most important goal of their families at present. A majority identified the importance of attending to the well-being of their individual family members, more specifically, in the area of sustenance, health and psychological support. The second in rank that was the response of almost a third (28.89%) of the respondents was the goal of living independently and having their own physical home. One-fourth of the respondents identified career growth, education and attaining some form of financial security. Some mentioned caring for aging parents, recreation, or having an enhanced lifestyle.

TABLE 12. PERCEIVED MOST IMPORTANT GOALS OF FAMILY AT PRESENT BY PARTICIPANTS OF THE IN-DEPTH INTERVIEW
(Note: multiple responses from 45 participants)

RANK	Categories	frequency	%
1	Well-being of family members (includes sustenance, provision of needs, psycho-social support, health)	25	55.56
2	Physical home; independent living	13	28.89
3	Building careers/education	12	26.67
4	Financial security/freedom; retirement	11	24.44
5.5	Extended support (aging parents)	6	13.33
5.5	Enhanced lifestyle (car, business, farm); recreation	6	13.33
1.	Others: resiliency (2), reproduction/ regeneration (2), spiritual nurturance (1)	5	2.
3.	None, contented	3	4.
5.	Total responses	81	6.

*Answers in this item were in a multiple response

2.6 Perceived role of the respondent in the family. To gain some insight on the role of the respondents in the life of their families, the key informants from the interview were asked what they perceive to be their most crucial role in their family. Many (43.14%) of them see their financial contribution to be their most important role. One-fourth of the respondents (25.49%) saw themselves as just one of the participants/contributors in the running of their family life. There were others who indicated the specific roles they played in their respective families, such as parenting, disciplining of children, mothering, decision-making, extending support, bringing unity in the family and attending to repairs for their house.

TABLE 13. PERCEIVED MOST CRUCIAL ROLE IN FAMILY BY PARTICIPANTS OF THE INDEPTH INTERVIEW (51 RESPONSES)

RANK	Categories	frequency	%
1	Financial	22	43.14
2	None, all are responsible/participating	13	25.49
3	Parenting	7	13.72
4	Discipline of children	4	7.84
5.5	Good mother/wife role	3	5.88
5.5	Decision making	3	5.88
7.	Others (Family unity (1), house repairs (1), extended support (1))	3	8.
3.	None, contented	3	4.
9.	Total responses	51	10

*Answers in this item were in a multiple response

2.7 Economic role in the family. In terms of their economic role in the family, majority (57.03%) of the survey respondents were main income earners while there were a few (16.15%) who were sole providers in the family. More than half (65.08%) of the female respondents claim to be either the sole or main provider in their households.

TABLE 14. PROFILE ON ECONOMIC ROLE OF SURVEY RESPONDENTS IN THEIR HOUSEHOLDS

Type of Earner	Female	Male	Total
Sole provider	25	24	62 (16.15%)
Main/Primary Income earner	139	80	219 (57.03%)
Income sharer or contributor	88	28	103 (26.82%)
Total	252	132	384

Further, most of them (36.46%) earned less than PHP20,000 in a month; however, about 9.11% of them have a monthly family income of at least a PHP100,000. Also, it was found that the payment of bills is the most frequent expenses (75%), which pose a regular monthly problem in the family.

This is then followed by food (44.53%), health (33.07%) and school-related (30.21%) expenses. Other problems include clothing expense, transportation expense, and house rentals. On the other hand, there are 49 out of 384 survey respondents who admit that they do not experience problems when it comes to meeting monthly family expenses.

3. Employees' Productivity: Retention, Advancement, and Performance as Perceived by Employees

For 384 survey respondents, their most important reasons for choosing their current work are the company's reputation of providing good benefits (144) and compensation (120). Also, the shared values and commitment with the company (134) is a very important consideration in choosing their current work. A smaller number of respondents consider the distance of their child's school from their office (82) as important decision parameters in choosing their current work. A similar share of respondents (78) said they chose their current work for the sake of being employed. Regardless of whether the survey respondent were living with their nuclear family or extended family (with other persons in their households related to them in different ways), same reasons for choosing their current work hold true except the reason of choosing the distance of work from home wherein employees who are living with nuclear family perceived it as not important but with employees who are living with extended family perceived it as very important.

Meanwhile, the survey revealed that having a good or healthy relationship with peers or coworkers (41.86%) is the most important factor that made them stay in their current work. They also noted that good compensation (38.65%), enjoyment from the job (38.21%), and company's care for their families (35.06%) are the other three most important reasons for opting to stay in the company.

Moreover, the estimated average length of service in the company of female employees was 7 years (standard error = 0.59) and male employees are 8 years (standard error = 0.69). In using Mann Whitney U-test for two population mean, it was found that the sample data do not provide evidence that there is a difference in the mean length of service in the company as perceived by employees between sexes (p-value = 0.3746).

In terms of promotion received, there are employees who have not yet received any promotion. On the average, an employee got promoted once, both in large companies (standard error = 0.12) and SMEs (standard error = 0.22). Using Spearman's rank order correlation, it can be said that there is a significant positive relationship (p-value = <0.0001) between the length of service and the number of promotions received by the employee, although, the relationship suggests that the strength is just weak ($r_s = 0.2960$). This means that as the number of years in service increase, the number of promotions received by the employee also increase. On the other hand, the sample data do not provide an evidence to say that there is a relationship between promotion (promoted at least once or not) as perceived by employee and gender of the employee (p-value = 0.3715).

TABLE 15. SUMMARY STATISTICS OF SURVEY RESPONDENTS' NUMBER OF PROMOTIONS RECEIVED FROM THEIR CURRENT COMPANY PER COMPANY SIZE

Variable	Min	Max	Median	Mean	Stdev	SE	Skewness
Large	0.00	10.00	1.00	1.40	1.58	0.24	1.84
SMEs	0.00	6.00	1.00	1.01	1.27	0.17	1.25
Overall	0.00	10.00	1.00	1.25	1.47	0.16	1.74

*Stdev = standard deviation, SE = standard error

Majority (81.75%) of the companies, both large companies and SMEs, gave special recognitions and awards to their employees. From these companies, more than half of the survey respondents have received such awards. Recognitions and awards included loyalty/service award, good performance/excellence award, employee of the year, perfect attendance award, best in leadership, best program coordinator, best rookie award, commitment and goal oriented award, etc. Further, the Rao-Scott Chi-Square test found that the sample data do not provide evidence that receiving an award as perceived by employee is related to one's gender (p-value = 0.5675).

About their perceived quality of work performance, most of them (60.68%) rated themselves as very good. Treatment by their superior (27.37%), support from coworkers (23.08%), and having a safe environment (23.06%) were the most frequently cited factors that have the most positive effect on their performance at work.

Also, fitness of training or skills to work (173), having a supportive environment (166), and the current state of their health (164) are considered as other perceived factors. For gender differences, an estimated proportion of 0.71 female (standard error = 0.62) and 0.77 male (standard error=0.07) rated their perceived quality of work performance as at least very good. In using Z-test for two population proportions, it was found that the sample data do not provide evidence there is a difference between self-rated performance between genders (p-value = 0.9188).

As perceived by employees, the survey data did not show significant points of difference by gender in employees' length of service, productivity through retention, number of promotions, and perceived performance. These survey results were validated by the obtained data from FGDs.

However, while companies perceive that there is no gender bias, in actual practice their preferences are highlighted. For instance, although companies say they advertise for jobs that are open for both male and female, in the selection process, they admit that where the work requires more physical strength, males are preferred. On the other hand, if the work requires more administrative and financial skills and attention to details, females are preferred. In terms of advancement, companies claim that they do not distinguish between genders in terms of work advancement. Further, FGD results say that employees' promotion and recognition are based solely on their performance and work outputs.

Companies perceive that their approach leans towards impartiality and inclusivity, hence the claim for no discrimination over gender, people with and members of the community of lesbian, gay, bisexual, transgender, questioning and straight allies (LGBTQs).

In the in-depth interview, the respondents were requested to identify what they perceive to be their highest and lowest point in their life in the company. In terms of the highest point, promotion (30.43%) ranked the first and regularization the second (23.91%). The third in rank seem to be extending to and/or merging with family-related benefits. These are health maintenance organizations (HMO) plans and work being near home. While the highest points identified were generally financial in nature, there were those that were qualitative such as career growth and advancement, job satisfaction, recognition and company culture. Company culture includes camaraderie, culture of trust and civic involvement.

TABLE 16. IDENTIFIED HIGHEST POINT IN LIFE IN COMPANY BY PARTICIPANTS OF THE IN-DEPTH INTERVIEW (46 RESPONSES)

RANK	Categories	frequency	%
1	Promotion	14	30.43
2	Regularization/Stability	11	23.91
3.5	Family-related benefit (HMO, near home)	8	17.39
3.5	Financial-related benefit (salary bonus; pay increase)	8	17.39
5	Career Growth and Advancement	7	15.21
7	Job Satisfaction	5	10.87
7	Recognition	5	10.87
7	Organizational culture (camaraderie/ peer relations, trust/transparency, civic involvement, travel opportunities)	5	10.87
	Total responses	63	

In terms of lowest point in employment, the highest in rank identified was personal/familial in nature. This includes sickness family problems and natural disaster. It is significant to note how the personal and familial actually is very much merged in the life of a person's employment. Those identified that were directly work related were shifts and adjustments in work; and relationships with superiors, co-workers and clients. Some respondents (20%) identified the family-work push-pull and overtime phenomena with their lowest point.

TABLE 17. IDENTIFIED LOWEST POINT IN LIFE IN COMPANY BY PARTICIPANTS IN THE IN-DEPTH INTERVIEW (46 RESPONSES)

RANK	Categories	frequency	%
1	Personal problems (sickness, family problems, natural disaster)	16	34.78
2	Shift/variation/adjustment/change in work assignment, issues with client	11	23.91
3	Family-work push pull, overtime	10	21.74
4	Nothing eventful identified, repress problems	6	13.0
5.5	Boss-related conflict/stress	3	6.5
5.5	Conflict with co-workers	3	6.5
	Total responses	49	

4. EMPLOYEES' PERCEPTION OF WORKPLACE AS FAMILY-RESPONSIVE

4.1 On Company Policies and Practices. From 384 survey respondents, most of the respondents stated awareness and relevance of policies and practices in their respective companies (Table 18). From among these policies and practices, the assurance of women's safety and security in the workplace (41.06%) and the company's support on issues on sexual harassment issues (30.72%) garnered the highest percentages in terms of awareness and relevance. Despite that fact, there were still a number of employees who were still unaware with these policies and practices. The highest percentage of non-awareness was the nondiscriminatory allocation of wages (6.74%).

TABLE 18. PERCENTAGE DISTRIBUTION OF SURVEY RESPONDENTS' DEGREE OF AWARENESS AND RELEVANCE TO POLICIES AND PRACTICES OF THE COMPANY

POLICIES AND PRACTICES	Not aware	Aware but not practiced	Practiced but not relevant	Practiced and relevant	Practiced and very relevant
Non-discriminatory selection and hiring of women	5.79	3.58	8.82	47.38	34.44
Non-discriminatory allocation of wages	6.74	4.49	10.67	54.21	23.88
Non-discriminatory promotion	4.56	5.98	11.11	54.42	23.93
Equal opportunities for career development	3.88	7.20	9.42	50.97	28.53
Equal opportunities for mentoring and succession planning	4.51	7.32	9.58	51.83	26.76
Top management commitment to gender equality	5.32	2.52	11.20	49.02	31.93
Support on issues on sexual harassment	2.22	1.67	8.06	48.33	39.72
Support on issues on domestic violence	4.19	3.07	8.38	53.63	30.73
Support for single parenthood	5.21	3.84	12.60	49.59	28.77
Ensure safety and security of women in the workplace	1.68	2.23	5.31	49.72	41.06

4.2 On Leaves. In terms of employee's' type of leave, most (56.04%) of the survey respondents were unaware of the availability of a career break/sabbatical leave. The type of leave with the highest percentage of awareness and was most often used was the vacation leave. Indeed, about 23.85% of the survey respondents had consumed all their vacation leaves while 24.93% of them wished to have they had more vacation days.

Moreover, large proportions of survey respondents with children are aware but never use the parental leave (48.30%), paternal leave (58.50%), and maternal leave (37.40%) . Although, for maternal leave, 21.10% of them revealed that they already used up all their leave credits while 20.40% of them still asked for additional days.

The survey respondents also cited other types of leaves. These included birthday leave, expanded leave, marriage vacation leave, service incentive leave, solo parent leave, and study leave.

TABLE 19. PERCENTAGE DISTRIBUTION OF SURVEY RESPONDENTS' DEGREE OF AWARENESS AND USAGE OF AVAILABLE EMPLOYEE'S TYPE OF LEAVE IN THE COMPANY (384 RESPONSES)

TYPE OF LEAVE	Not aware	Aware but never use	Aware and sometimes use	Aware and often use	Consume all	Consume all and need more days
Sick leave	0.83	9.67	45.30	20.99	11.60	11.60
Vacation leave	1.90	4.88	17.89	26.56	23.85	24.93
Maternity leave	3.79	56.82	7.95	4.92	12.50	14.02
Paternity leave	4.96	69.08	4.96	4.58	5.73	10.69
Parental leave	25.65	57.99	3.72	2.60	5.95	4.09
Emergency leave	10.09	24.63	38.28	12.46	8.90	5.64
Career break/ sabbatical leave	56.04	26.74	5.86	5.86	3.66	1.83
Bereavement leave	17.16	50.50	17.82	4.62	7.26	2.64

4.3 On Special Work Arrangements. In terms of the special work arrangement, relatively high percentages (as shown in Table 17) indicated that these did not exist in the company. Output-oriented arrangements (47.15%), part-time work choice (35.21%), and four-day workweek schedule (33.98%) are the top three special work arrangements being practiced and simultaneously used by the survey respondents. Some did not use these special work arrangements even if others in the company did. (See also section 8 under "Family-related concerns of employees and how these are addressed by management" which gives examples of informal, unwritten flexible work arrangements.)

TABLE 20. PERCENTAGE DISTRIBUTION OF SURVEY RESPONDENTS' PRACTICES ON SPECIAL WORK ARRANGEMENTS

SPECIAL WORK ARRANGEMENT	Not aware of existence*	Practiced but not utilized	Practiced and utilized
Flexitime allowed	39.83	26.18	33.98
Output-oriented	30.33	22.52	47.15
Four-day work week schedule	88.86	7.33	3.81
Work shift choice	55.98	20.65	25.37
Job sharing/job rotation	79.22	15.06	5.72
Part time work choice	41.42	23.37	35.21
Work from home choice	73.87	15.32	10.81

* "Not aware of existence" refers to whether respondents were aware that these work arrangements were available to them. It does not reflect whether or not the companies made these arrangements were available to employees.

4.4 Family-related Programs and Facilities. Most given a list of the programs or facilities that addressed personal or family concern based on desk research, most respondents said these were not provided by the companies (Table 21). Only the family emergency loan, family health insurance, and work-life balance campaigns were noted by more than half of respondents as policies provided by the companies (31.66%) had a small percentage of not being provided. In fact, this program also got family health insurance got the highest percentage (24.56%) that was being of respondents who said this is provided and always being used by the survey respondents.

TABLE 21. PERCENTAGE DISTRIBUTION OF SURVEY RESPONDENTS' DEGREE OF USAGE ON

PROGRAMS/FACILITIES	Not provided	Provided but not used	Provided and sometimes used	Provided and always used
Day care facility in the workplace	84.73	8.68	4.79	1.80
Breastfeeding room	58.81	28.36	8.06	4.78
Child care funding/subsidies	76.78	13.00	5.88	4.33
Family seminar	70.64	14.37	12.54	2.45
Parenting seminar	73.91	12.11	12.11	1.86
Family Day	54.01	8.31	21.36	16.32
Family emergency loan	38.76	27.22	23.96	10.06
Family health insurance	31.66	21.30	22.49	24.56
Work-life balance campaign	39.88	12.46	33.02	14.64

* Please see Appendix B for the definition of programs/facilities

4.5 Most Relevant to Family Life. Among the list of company policies and practices, the top five that the survey respondents perceived to be the most responsive and relevant to personal and family life were as follows: vacation leave (33.33%), sick leave (23.70%), good compensation (17.71%), family health insurance (18.23%), and flexible time schedule or flexitime (13.02%). In order to determine the factors that could affect employees' productivity through retention, advancement, and performance as perceived by employees, binary logistic regression models were constructed for each measure (see Table 22). Based on the constructed binary logistic regression model on employee retention, the likelihood that an employee will serve for at least five years in the company was positively influenced by his or her age and being the main/primary or sole provider. Results showed that the family role of the employee shaped his or her retention in the company. Furthermore, the constructed binary logistic regression model on employees' advancement showed that an employee has a higher chance to be promoted for at least once when he or she chose good compensation as the most responsive and relevant policies/programs related to family-responsive workplace. Based on the results, the study can infer that good compensation indeed influenced his or her advancement. Meanwhile, an employee had a higher chance that his or her perceived quality of work performance to be at least very good given when he or she is main/primary or sole provider in his or her family. Also, the chance of having at least very good perceived quality of work tend to increase when an employee gets older. A positive effect can also be noticed in the perceived quality of work for employee working in large companies.

TABLE 22. LOGISTIC REGRESSION RESULTS FOR THE FACTORS AFFECTING THE EMPLOYEES' PRODUCTIVITY WITH THEIR ESTIMATED COEFFICIENTS, STANDARD ERROR, AND P-VALUE

FACTORS	Estimated coefficient	Standard error	p-value
RETENTION			
Intercept	-4.2365	0.8058	<0.0001
Age (in years)	0.1214	0.0244	<0.0001
Being a main/sole provider or not (1 = Yes, 0 = No)	0.5451	0.2997	0.0770
ADVANCEMENT			
Intercept	0.2745	0.2042	0.1870
Good compensation as most relevant policy relating to family-responsive workplace	0.7803	0.3489	0.0310
PERFORMANCE			
Intercept	-1.4358	0.6324	0.0290
Age (in years)	0.0384	0.01786	0.0380
Being a main/sole provider or not (1 = Yes, 0 = No)	0.7308	0.3132	0.0250
Employed in large company (1 = Yes, 0 = No)	0.7346	0.3149	0.0250

*significant at 10% level of significance

In general, based on the three constructed models, the personal role of employees in the family (age and type of earner) where he or she belonged greatly affected his or her perceived productivity as measured by retention, advancement, and performance. In addition, their perception of the most relevant policies and programs related to family-responsive workplace (good compensation, in particular) is a key influencer of their perceived productivity (retention, advancement and perceived performance) in the workplace. The results definitely rationalized the importance of family towards employees' productivity.

5. The Convergence in Work and Family Life

The participants of the in-depth interviews were also requested to consecutively fill-up two timelines, their work timeline and their personal/family timeline. They identified significant events in their lives, and classified them as either positive and negative.

They plotted this in a prepared time graph template, starting from the year they were employed in their current company. A total of 65 pairs of timelines qualified for some form of analysis—18 from the married men, 15 from the single men, 15 from the married women, and 17 from the single women.

The lowest and highest peak in the employees' personal and work timelines were noted. For the single female and male employees, the work regularization and promotion usually perceived to be the highest peak in their work timeline while in their personal timeline, the graduation of siblings or love ones, birthdays of parents, the birth of nieces or nephews, and travel or vacation were considered as personal events with highest peaks.

On the other hand, the points when employees perceive "no growth" at work register as the lowest troughs for work timelines while and health issues give the lowest troughs for personal timelines.

For married female and male employees, aside from work regularization and promotion, salary increases are perceived to be the highest peak to this group of employees. Meanwhile, work related issues such as disagreement with management, stress at work, and too much workload are perceived to be the lowest troughs. In their personal timeline, giving birth to a child usually gets the highest peak while health- and death-related events are observed to have the lowest trough.

The timelines were regarded as being high in its integrity as the respondents were asked to accomplish the work and family separately, with the work form accomplished first. To identify the convergence of points, significant events from the family timeline were inputted in the work timeline. Identified events—whether negative or positive in family and work timelines, with one- to two-year difference—were counted as convergent.

Most (94%) of the work and family timelines accomplished had points of convergence. There were four timeline pairs that had no converging points, significantly all belonging to female participants. There was a total of 118 converging points identified, averaging 1.85 per respondent, 82% of which were on the positive plane. Table 21 presents the profile of convergence by gender and status of respondents.

The usual themes of work events that converge with family are regularization, promotion and/or salary raise. On the positive plane, when it comes to family events, the usual themes that converge with work events are marriage, engagement, pregnancy or birth of a child and establishing an independent house. These themes do not differ between the single and the married male respondents. Positive personal events identified among the male single that were not found among the married are travelling for leisure, finishing graduate studies and recognition in the community.

TABLE 23. FREQUENCY OF CONVERGENCE OF IDENTIFIED WORK AND FAMILY EVENTS BY GENDER AND MARITAL STATUS BY PARTICIPANTS OF THE IN-DEPTH INTERVIEWS

SPECIFICS	LARGE				SMEs				TOTAL/ Average
	Male		Female		Male		Female		
	married	single	married	single	married	single	married	single	
n of timelines	10	7	6	10	8	8	9	7	65
timelines with no convergence	-	-	-	3	-	-	1	1	4
f of points of convergence	14	13	12	14	15	19	16	15	118
Average of converging points	1.40	1.86	2.00	1.40	1.87	2.37	1.78	2.14	1.85
Ratio of Positive: negative (+):(-) convergence	11:3	13:3	9:3	11:3	14:1	15:4	16:2	12:3	101:22 82:18

6. Perception of Family-Responsive Company

6.1 Perceptions of Company. The respondents were pointedly asked whether they find their company family-responsive. Most (78.26%) of the respondents answered affirmatively. Companies who know their families, who allow family members to visit their offices, who do let their employees work on Sundays, who implement flexitime and are easy on leaves; and extend company benefits such HMO plans for family members are regarded as family responsive.

TABLE 24. PERCEPTION ON FAMILY FRIENDLINESS OF COMPANY BY PARTICIPANTS OF THE IN-DEPTH INTERVIEW (WITH 46 PARTICIPANTS RESPONDED)

RANK	Categories	frequency	%
YES	Yes, company is family responsive	36	78.26
1	Company knows family; family day; children can go visit family in the workplace; no work on Sunday; support to family, occasions/events, special days/holidays; day care	21	45%
2	Easy in leave/flexi hours	9	19%
3	Health Benefits/HMO; company benefits, amenities, programs extended to family	4	9%
	Others (safety day; loans; livelihood training; children can visit workplace; cooperative; CSR program)		
NO	No, not much responsive	10	21.74
	Total responses	55	

6.2 Family Members on Company. Majority (78%) of the respondents reported that their families have positive attitudes towards the company they work with. Family members found their companies supportive, inspiring, prestigious, appreciative of the salaries and fringe benefits. Some 24% regarded their company as a given, while a few (8%) had some negative comments about them. These negative comments were related to child care, workaholicism and distance.

TABLE 25. ATTITUDE OF FAMILY TOWARDS COMPANY BY PARTICIPANTS OF THE IN-DEPTH INTERVIEW (WITH 50 PARTICIPANTS RESPONDED)

RANK	Categories	frequency	%
(+)	POSITIVE	34	78%
1	Supportive	11	22%
2	Inspiring + proud/prestige	9	18%
3	Appreciate fringe benefits	12	24%
5.5	Salary	5	10%
5.5	Nearness to home; appreciate flexi hours	3	6%
	Happy worker/happy family	2	4%
(+/-)	NEUTRAL: given/accepted	12	24%
(-)	NEGATIVE: (child care, workaholic, distance)	4	8%

6.3 Family-related Support Needed From Company. The participants were also asked individually about the aspect given a list of areas of their family life and asked to identified where they need the support of their respective companies most. Eight (16%) of the participants did not think they needed any more support from their employers. The remaining 84% identified the extension of HMO plans to other family members as number one. This is followed by the need for financial support with some specific mention on housing; and coming up with some alternative work arrangements. Other expressed needs were livelihood training, educational programs, better compensation and more expression of concern, respect and understanding from their employers.

TABLE 26. EXPRESSED NEED FOR SUPPORT FROM COMPANY ON FAMILY LIFE BY PARTICIPANTS OF THE IN-DEPTH INTERVIEWS (WITH 50 PARTICIPANTS RESPONDED)

RANK	Categories	frequency	%
0	NONE	8	16.0
1	HMO extended to family members	19	38.0
2	Financial support/loan; housing	12	24.0
3	Alterative work arrangements (flexitime, option to work at home, leave)	11	19.0
4	Livelihood Training; Educational program	6	12.0
5	Better compensation	5	10.0
6	Company values (concern, respect, understand)	3	6.0
	Total responses	64	

7. The Personal Life of Employees

7.1 Perceived Special Needs Related to Gender and Marital Status. Beyond family, the respondents were likewise asked about their personal lives, more specifically their perceived unique needs as married or single man or woman . A considerable number of the respondent employees did not see any need that was particularly unique to them as a single or married, male or female individual. There were also no needs that were unique to their marital status and gender. The first two needs identified have to do with monetary benefits and extension of HMO plans to family members.

TABLE 27. PERCEIVED UNIQUE NEEDS BY PARTICIPANTS OF THE IN-DEPTH INTERVIEWS(WITH 51 PARTICIPANTS RESPONDED)

RANK	Categories	frequency	%
1	None	19	37.25
2	Performance based incentives; overtime pay; salary increase	9	17.65
3	Extend HMO plans to family members/even single	8	15.69
4.5	Flexitime; work from home, removal of Saturday work	5	9.80
4.5	Allowances for basic needs of children; housing; education; support system of women; day care in office with caregiver	5	9.80
	Other (travel abroad with family, self satisfaction, on-call consultant, promotion)	5	9.80
	Total responses	51	

7.2 Current life goals. The respondents were also given a list of goals and asked to identify their priorities from the list, asked what their current specific goals were. What ranked first in their responses was progress and success in their work. This seemed to indicate that respondents appreciated the importance of developing their knowledge and skills in order to progress in life. This was followed by improvement in their financial status and balance work with totality of life. Other personal concerns that followed seemed to be connected with family life. These were education of children, pregnancy, establishment of a home and purchase of lot.

TABLE 28. IDENTIFIED CURRENT PERSONAL LIFE GOALS BY PARTICIPANTS OF THE IN-DEPTH INTERVIEWS (WITH 49 PARTICIPANTS RESPONDED)

RANK	Categories	frequency	%
1	Success in work/progress in career	17	34.69
2	Financial independence/save more; establish business	14	28.57
3	Work-life balance; pursue hobby (e.g. baking); travel	13	26.53
4	Education of children/further studies	10	20.40
5	Pregnancy; establish own home/family	6	12.24
6	Buy own lot; own home/car	5	10.20
7	Migrate to another country	3	6.12
	Others (work in government; gift for parents; healthy; be involved in faith-based mission activities)	5	10.20
	Total responses	73	

7.3 Perspective on work-life balance. Almost all (98%) of the respondents indicated that they were aware of the work-life balance concept. Employers can increase worker productivity by implementing and encouraging the take-up of family-friendly practices, which employees use to balance responsibilities at work and at home. This may be inferred from the answers on how in fact work-life balance is attained. Those that were mentioned were management of self and time; attending to organizational order, including flexitime and proper compensation; building trusting relationships and camaraderie.

In general, the responses seemed to point to the importance of time management and trust and wholesome relationships on the part of both the individual employees and the company to attain work-life balance.

TABLE 29. ATTAINMENT OF WORK-LIFE BALANCE BY PARTICIPANTS OF THE IN-DEPTH

RANK	Categories	frequency	%
1	Management of self/time	23	46.94
2	Respect of rest day; flexitime; proper compensation; organizational order; no work during weekends	17	34.69
3	Camaraderie; trust; company welfare; approachable admin; order and safety in work		
4	Taking holiday; talk and share; annual health check up by the company	5	16.32
	Others: dependent on personality	2	4.08
	Total responses	57	

8. The Management Perspective

People management is the business of business owners and associations. In PMAP, it is the core focus of its establishment and functionality. This research was conducted to provide PMAP a consensual data innate from its members that may be used as a guide to enhance policies and programs to keep employees in the company and to ensure their productivity viz. enjoyment of work-life balance.

The following paragraphs sum up the key discussions, gathered and validated, with the management.

Family-related concerns of employees and how they are addressed by management

Management recognizes that Philippine culture values “close family ties,” a value carried over from homes to the workplace. Reasons for employment may vary but it is basically attached to employees’ value and care for their respective families. Such care for family extends to parents and siblings of a married employee or an employee without spouse/partner but with child/children.

“Ako ay nagtrabaho para maitaguyod ang kapakanan ng aking pamilya.”

¹² As in previous sections, this section refers to “perceptions” from management and derived from the FGDs and CEO interviews conducted in the course of the research. The highlights of the discussions and survey findings were presented back to them for validation of data.

1. Employees need additional access to finance for children’s school fees and family’s health care needs.

In choosing employment and reasons to stay with companies, employees consider the whole benefit package offered. Basic compensation is not sufficient. The need for additional finances is mostly intended to augment family needs for education of children, family health care, and cases of emergency. According to management, employees who are most likely to echo to management the need for additional finance are married employees or employees with dependents (i.e., solo parents). Normally, it is the women employees who are married or single but with dependents. She may or may not necessarily be the head of the family or the main provider in the family.

While sick leave credits are made available to employees, they are reserved in cases of emergencies as sudden illness of a member of a family or death in family. More often than not, sick leave credits remain unused and are instead monetized at the end of the year so it translates to cash in hand that employees may use for their financial needs.

Larger companies are more capable of providing additional access to finance for their employees such as establishment of provident funds, support for cooperative of employee union members, and availment of personal loans from the company. Additional hazard pays and longevity pays are also given to some employees. Instead of giving cash, there were those companies who opted to send monthly grocery bags to their employees, provide educational support for employees’ children, and/or expand HMO to cover their spouse and/or children.

In some instances, the human resources office would assist employees who sought loans from government entities (i.e., SSS, Pag-IBIG, PhilHealth), so employees rather stay at work instead of going out to process loans. On one hand, SMEs can provide small loans, deductible from salaries of their employees with zero percent interest. In BPOs, they provide various cash incentives for performing employees and even for complete monthly attendance or non-tardiness.

There are also companies that go beyond extending financial support to their employees. A customer support call center located in Cagayan de Oro City, SupportZebra13, shared how they developed a program adapted from the popular television show *Wish ko Lang*. The SupportZebra program gives employees the opportunity to ask management for financial support for themselves, for their family or for their community. Every month, management screens and weighs the employees requests.

Under the program, the company has granted requests for a wheelchair for an ailing father, financial support for a young female employee who was widowed a few weeks before she delivered her firstborn, construction repair for an employee’s house damaged by Typhoon Sendong, and a Jollibee fast-food breakfast treat for children in the informal settlement community that the employee belonged to. Employees considered the company’s program uplifting and fulfilling because it lets them feel management’s “*taos-pusong malasakit*” (heartfelt care) not only for their employees but also for their families and communities.

2. Employees value the quantity of time they spend with their families.

¹³ Consent from Support Zebra to be named in research was requested prior to writing.

More than the quality of time spent with family, employees also value the amount of time they can take to spend with family. A lot of parents are working and they worry about who will take care of their children when they are at work, particularly for mothers with newborns or young children.

"Stop stereotyping parenting roles. The rearing of children is the key responsibility of parents, not just the mother."

In Cebu, managers strongly expressed that caring for kids should not be left to mother alone but should also be the responsibility of fathers. The rearing of children is the primary concern of parents, and can be most served if both the parents are able to spend more time to care for their children's overall well-being.

Help is hard to come by even for employees who can afford to pay. New parents or employees with young children struggle to balance time for family and work. It is more difficult for solo parents who have to care for their children alone. Companies extend parental leave credits available under the law. With the recent enactment of Republic Act No. 11210 also known as the Expanded Maternity Leave Act of 2018, they can now enjoy 105 days leave with pay with the option to extend it for an additional 30 days but without pay.¹⁴ Married male employees are entitled to a paternity leave¹⁵ but this is still limited to only 7 days with full pay for the first four deliveries of the legitimate spouse with whom he is cohabiting. For solo parents, they get support under the Solo Parents Welfare Act¹⁶ which provides them leave credits of additional 7 days every year, provided they have rendered service in the company for at least a year.

Most employees would prefer to work near home so they can spend more time with family. The struggle for quantity of time with family is more challenging especially for employees in big cities, because more than the distance from home to work, employees need to allot additional hours for time spent in traffic travelling to and from work. Management's practice of holding annual family days or similar events, where the company allows employees to bring family and children, shows that the company values how employees are working hard for the benefit of both the company and their respective families.

When a company expands, employees could also be stationed farther from home. Female employees with newborn or young children would rather resign than be stationed far from her children and family. There are companies that provide daycare/nursing facilities for employees in the workplace. And, there are companies that allow children to come to the office during work hours on the condition that their stay must not disrupt the work flow.

3. Employees need more leave credits and/or flexible work hour arrangements.

The leave options provided by law are perceived to be insufficient. Employees demand more leave options and flexible work hours. Frequent absences and tardiness of employees, particularly women employees with young children, are key concerns of management. It was observed that

¹⁴ Guidelines for the expanded maternity leave act are yet to be crafted and issued by government.

¹⁵ Republic Act 8187 otherwise known as the Paternity Leave Act of 1996.

¹⁶ Republic Act 8972 otherwise known as the Solo Parent Welfare Act of 2000. Aside from leave credits, solo parents are also entitled to a flexible work schedule, educational support for children, housing benefits and medical assistance.

their tardiness and frequent absences relate to their need to spend more time to care for their family. For young mothers, they need to ensure that their newborn is left in good care with either a nanny or a grandmother before they leave the office. For mothers with school-aged children, they need to prepare meals, send the kids to school and pick up the kids after school.

For working students, they need more time to study. For some employees, they need more time to care for their sick parents before going to school. For some urbanite millennials, more “metime” to space-out and rejuvenate mentally and physically is a must.

Of all the leave options available, vacation leave is the most fully utilized. Employees, whether male or female, use their vacation leave to spend time with family—vacation with family, birthday of a child, wedding of a sibling. Management observed that women would avail more of the leave to attend to certain family occasions as they take charge of preparations for family events (i.e., going grocery shopping, cooking, making arrangements for the venue in case of a child’s birthday, family outings or reunions, school graduation of children). There are companies extending additional leave options such as anniversary leave, wedding leave, birthday leave, and wellness leave. These kinds of leave are found to support the employee’s overall well-being.

Overtime at work is frowned upon. It is referred to as hours spent away from the family. Thus, allowance for work hour flexibility is most welcomed. Flexible work hour arrangements¹⁷ are meant to continue workflow and improve employees work performance. In hospitals, the nurses can swap work schedules with other nurses provided the work stations remain adequately staffed at any time. In power companies, employees are allowed to choose work shifts and rotations provided the service to clients are not disrupted by the arrangement. In food production companies, job sharing is allowed. In SMEs, a flexible 8-hour work is allowed. These informal, unwritten working arrangements are allowed based on management’s prerogative. Relatively, solo parents are entitled flexible work hours under the law.

Management agrees that flexible work hours allow employees to spend more time and improve the quality of time that they can spend with their family and for personal pursuits. Also, it gives the employees a time to de-stress and recharge their productivity levels. The mothers with young children are most relieved to be able to find time to send/fetch their children to/from school.

4. Employees prefer family-oriented and healthy working environments.

According to managers and employers, the employees bring their sense of family from home to the workplace. Next to home, employees seek refuge

“Establishing a business is like growing a family. You need to care for your employees as if they were like your own family.”

¹⁷ The Department of Labor and Employment issued DA No. 02-09 referring to the guidelines on the adoption of flexible work arrangements such as flexible work arrangements are compressed workweek, reduction of workdays, rotation of workers, forced leave, broken-time schedule, and flexi-holidays. As per the advisory, employers and employees may explore other alternative work arrangements under any agreement and company policy or practice in accordance with existing laws and regulations. In 2018, the Congress enacted into law Republic Act 11165,

and moral support also at their workplaces. If an employee is emotionally distressed, his/her work performance is low and in some instances, affect the overall mood in the workplace. Employees seek belongingness and “being family” in the workplace. Except on weekends and holidays, the employee spends his/her most active hours at the workplace. Making the workplace more responsive for the employees is beneficial to the company itself.

In SMEs, the environment is smaller and opportunities for close employee-employer encounters are more prevalent. Chances are, employers can directly oversee the daily work production and behavior of employees in the workplace. For instance at a printing and publishing company with about 16 employees, most of them millennials, the employer expressed that while the business was established for profit, the workplace also serves as a second home for their employees. With that in mind, she dealt with the young employees as if she were their parent. For the more senior staff in the company, she acted like they were her siblings.

Larger companies adopt a working-in-team or buddy system approach. The employees work with their peers/buddy and look after each other to ensure quality of work and delivery of outputs on time. Beyond this arrangement, management observed that team members/buddies developed good rapport with each other and learned to lean on each other for moral support at work. In BPOs where most of the workforce are millennials, the teams are supervised by more senior staff members who not only oversee daily work grinds but also serve as mentors and coaches. Company managers provide for counseling and coaching sessions for employees to grow with each other and learn how to deal with each other as members of a team.

Employees Productivity viz. Company Policies and Practices

The family-related concerns of employees directly impact on the levels of productivity of employees, particularly on their retention, career advancement and work performance.

Turnover of highly skilled employees and millennials in the workforce is high. The Philippines is a depository of hardworking highly-skilled professionals of all ages. With the opening of global trade and competition, there is high demand for their skills abroad. Local companies admit that they cannot compete with the large salary offers of companies abroad, but they can offer better compensation package leveraging on employees’ “nearness to home—nearness to family.”

Banking on Filipinos value for family, companies commit to provide generous company benefits packages, such as guarantee of leave credits afforded by law and company rules, opportunities for career advancement, exceptional health benefits extended to family members, scholarships for children, and housing and car loans. They have had successes in retaining their employees for these benefits.

More than the compensation and benefits package, the company’s policies on career advancement impact on the level of productivity of employees. The workplace is considered a continuing stage for learning and advancement beyond the home and school. Companies observed that the young members of the workforce, millennials in particular, constantly seek recognition of their work. While they are not yet keen on growing their own families, many of them

Core values, such as integrity and respect, passion for innovation and creativity, social responsibility and empowering leadership, are key factors that keep the employees motivated to improve work performance and envision long-term career advancement in the company. In the survey, the policy on anti-sexual harassment ranks high in awareness among employees. This tells us that management is taking measures to protect women in the workplace. It also shows the commitment of management to ensure integrity and respect at all levels in the workplace, as well as a safe and secure workplace for women.

Management claims that there is no discrimination in reference to gender in the application of company policies and practices. Employees—male, female and LGBTQs—are given equal opportunities to access and avail of benefits that they are entitled to under company rules and laws regulated by government, including the minimum labor standards for leave credits and pay/salary set forth in the Labor Code. However, there were also admission to certain practices that they were likely unaware could be considered to have gender biases. For instance:

1. Bias in the selection and hiring of employees.

Companies perceive that they post job hires without discrimination on gender (and age). Men and women alike can apply for the job. But in the process of selection and hiring, there are companies that are partial to hiring men for jobs that require manual hard labor and women for administrative work or jobs that require attention to details.

2. Gender-pay gap at the C-suite level.

While the lot of HR managers and CEOs who participated in this research generally perceive that there is no gender discrimination on pay and benefits for employees, this was further qualified to cover women and men in ranks other than the C-suite or executive level. At the pinnacle of management, interviewees shared that there exists a gender-pay gap between men and women performing different high-level tasks but sharing the same ranks in terms of position and recognition.

These examples suggest areas for further study to see how companies could move toward more gender-sensitive policies and practices.

9. Conclusions and Recommendations

9.1 Conclusions

The following conclusions were drawn from the results of the survey and in-depth interviews of the participants employees, FGDs of HR managers. It is important to note that these were perceptions of employees rather than actual data taken from the companies that participated. The following are conclusions of this study.

1. Companies that participated in the study were generally perceived as family-responsive. There is a general sense of satisfaction and feelings of welfare among the respondents. Responses in general, tended to be positive and hopeful.

2. Personal and family factors are important influencers in employees' productivity. The personal role of employees in their families (age and type of earner) and their perception of the most relevant policies and programs related to family-responsive workplace (good compensation, in particular) are key influencers of their perceived productivity (retention, advancement and promotion) in the workplace.

3. As perceived by employees, the survey data do not provide evidence that gender differences subsist with employee's productivity through retention, advancement, and performance. These survey results were further validated by qualitative data. However, elements of inequality resurfaced during FGDs. These elements of gender bias often indirectly occur during the implementation process, reception of promotion, nature of work responsibilities in that management may have assigned based on their perception of the employee's capabilities, and the familial responsibilities handled, gender pay gap, especially in the C-suite level as those in the lower levels do not perceive any difference in equality, and usage of leave.

4. Men and women, married and single employees should be included, not segregated in considering the design and implementation of family-related policies and programs. More specific policies and programs for women may be developed that address the implications of their childbearing and childcaring years to their productivity (RAP).

5. Companies should continue policies and practices that provide and ensure women's safety and security in the workplace, addressing issues on sexual harassment. These were the policies that were ranked highest in terms of relevance.

6. Programs that have not been tested in terms of their relevance and family-friendliness because they are not provided by most of the companies are: day-care facility in the workplace, child-care subsidies, parenting and family life seminars. It is recommended that these programs be explored, especially by companies with young parent populations.

7. The personal/familial sphere of Filipinos tend to merge vis-a-vis with their work life. Qualitative responses in work life were often interspersed with responses that pertain to family/personal life. Filipinos do not dichotomize their personal and familial experiences. More specifically, positive experiences at work positively impacts on family life. The same does not hold true, though, with the negative experiences at home.

9.2 Recommendations

Given the above conclusions, the following are some of the recommendations of this study:

1. To employers' human resource and development office

2.1 To be inclusive in the development of family-responsive programs because men and women, married and single, are all concerned and have responsibilities over their families in varying ways.

2.2 To consider developing family-responsive policies and programs; in decision making and in developing policies and programs, to consider as well employees' role in their families (e.g., type of earner and age) and good compensation/competitive salary and wage, because these were found to be influencers of employees' productivity (RAP) in the workplace.

2.3 To review policies on various leave options and keep track of their usage so that these options serve their purposes. Examples of these are the sick leaves, maternity, and paternity leaves. The study how in fact these leaves affect the productivity (RAP) of their employees.

2.4 To review policies on HMO plans and study how coverage can be expanded for unmarried employees. Health and sickness are among the more important concerns of employees that need their company's support.

2.5 To develop and regularly update a database on dependents of employees and identify specific responsibilities of employees to their dependents. This database would be useful to companies in customizing support and assistance that benefit both employees and their dependents. Data may also be helpful in developing programs and family-life seminars that are relevant to employees. Such information would be helpful if updated annually.

2.6 To track and adequately respond to women employees' RAP during pregnancy, childbirth, and those with very young children and school-aged children who are still very much dependent and needing special attention.

2.7 To determine what kind of work arrangements that would balance the benefits to both employees and employers in terms of attending to personal and family welfare as well as quality of output/productivity in company respectively.

2.8 To explore programs that may be beneficial to employees with young and growing children. There were very few companies that have child-care facilities. Good, safe and reliable facilities may be in place, especially in companies with young adult female employees. Since it takes time for employees to get used to and be comfortable in using this, this should be provided nonetheless even if it seems like they may not be used. It is often the women employees who use these facilities.

2.9 Develop approaches to increase awareness and utilization of family-friendly policies, including leave such as maternity, paternity and parental leave.

2. To the employees

2.1 To be upfront and honest regarding their personal and family concerns with the HRD officer/s of their company. Their employers want to be as responsive to them as possible. Their employers also invest a lot on their families' and personal well-being. For this to be sustained, and so that company resources are available in times of crisis, it is important that such benefits are not abused.

2.1 To apply for the type of leave according to how these will be used. This would provide employers a better and more accurate assessment of the employees' needs.

3. To family and gender experts, researchers and advocates

3.1 There is a need to do similar independent focused studies on growing companies and companies that have very specific requirements, peculiarities in terms of service such as BPOs, health care facilities, educational institutions, production/manufacturing companies, banks, etc. This same recommendation was echoed in the results validation sessions with the respondents.

3.2 There is a need for a more focused, in-depth and qualitative study of women with children, married or not, especially during and after their childbearing years. These women were absent in the study maybe because they were not purposively chosen or that they were actually on leave. (The study used random sampling in its methodology to identify needs specific to women. But this specific group of the population was not included in the sample.)

3.3 In order to complement information based on employees' perceptions, similar studies must be done with the defined framework of this research wherein the company's actual data will be used as metrics of employee's productivity.

3.4 Conduct more in-depth studies, viz the correlations and regressions arising from the research to identify the gaps in people management and find practical solutions and programmatic approaches towards providing more family oriented workplaces.

3.5 PMAP may encourage companies to conduct participatory gender audit and comprehensive gender assessments to identify gender gaps in the company programs and policies, to make the work environment more responsive to the needs of both its female and male employees and to ensure equal access to opportunities for growth and development in the workplace. This would entail building partnerships with PBCWE and other GAD oriented development agencies.

3.6 PMAP may provide a continuing learning platform that will allow its member companies to exchange potential models for replication on people management focusing on practical and sustainable approaches towards gender equality in the workplace. The companies we encountered during the research process have some good models to share to co-PMAP members.

4. Proposed working model for a family-responsive company: A synthesis of the study

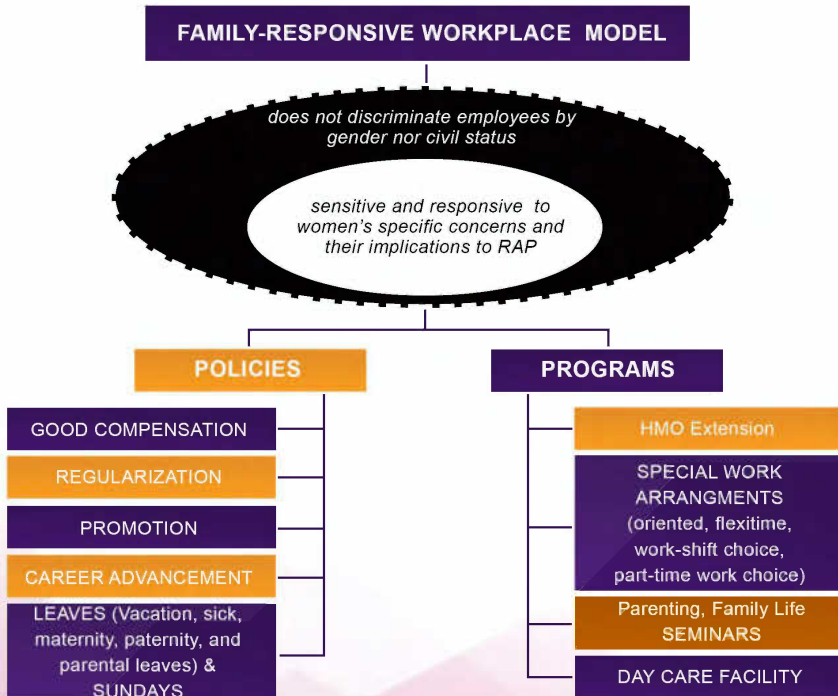
The following is a proposed working model of a family-responsive workplace for Filipinos that synthesizes the results and inferences of this study. Filipinos in general are regarded as a family-oriented people. This was revealed in the study even as both males and females, married or not, attend to family concerns in different ways. They attend to the repair or building of their homes, the care, nurturance and development of different family members, may be their own children, their parents or even their siblings.

A family-responsive workplace does not discriminate nor place any distinction among employees by gender and civil status in its policies, programs and practices. The study clearly indicated as well that good compensation, regularization, promotion and career advancement significantly impact on family life.

Given the specific role of married and unmarried women in childbirth and this role's seemingly natural extension to child care and nurturance, serious consideration should be placed in how childbirth affects women's productivity, i.e., their retention, advancement and promotion.

In terms of family-responsive policies and programs, those that were explicitly identified to be valuable to employees, in their order of importance are: HMO plans or extension of health insurance to the family; special work arrangements; and on leave, keeping Sundays free, reviewing vacation and sick leave.

FIGURE 1. A WORKING MODEL OF A FAMILY-RESPONSIVE WORKPLACE
(Note: Order of identified importance is from top to bottom)



A large, bold, yellow letter 'A' is centered within a dark purple rectangular box. The box is positioned in the upper left corner of the page, partially overlapping a larger purple decorative shape that extends across the top.

APPENDICES





Greetings from the People Management Association of the Philippines (PMAP). We are currently undertaking a study with Investing in Women (IW) that was initiated by the Australian government, entitled "Implications of Family-Responsive Workplace on Employees' Productivity." This research aims to facilitate the development of more family-responsive workplaces that are effective in meeting the needs of employees, specifically the women, and their employers in the Philippines. You have been randomly identified to take part as a respondent to this on-line survey. Your candid response would provide valuable information in formulating policies and developing programs in the workplace that are family responsive. This will take no more than 10 minutes of your time, but your answers will go a long way as it will benefit many other workers like you and of course their families. Rest assured that your answers will be treated with utmost care, strict confidentiality and will solely be used for the purposes of this study.

Instruction: Please answer all items carefully and try not to leave any blank items. Mark the button that corresponds to your answer.

I. PERSONAL INFORMATION

1. Complete Name (optional): _____ 2. Mobile number: _____
&/or Email address: _____
3. Age as of last birthday (in years): _____
4. Sex: Female Male
5. Civil/Marital Status: Single/Never Married Married Widowed
 Single Mom/Dad Living-in/Cohabiting Divorced/Separated/Annulled
6. Total number of children, if any _____
7. Ages of children (tick as appropriate): Infant to 2 years 6 to 12 years old over 18 years old
 3 to 5 years old 13 to 18 years old
8. Total number of people living in your household: _____
Other people aside from immediate family: Parents. Househelper/s Other relatives friends
9. Which type of income earner are you in the family? Main or Primary income earner Sole Provider Other: (please specify _____)
10. What is your approximate monthly family income in pesos? less than 20,000/month 50,000 – 74,999/month
 20,000 – 29,999/month 75,000 – 99,999/month
 30,000 – 49,999/month at least 100,000/month
11. What are the expenses in your family that regularly pose problem each month? Please mark all relevant areas:
 none health-related expense payment of bills others, please specify _____
 school-related expense food expense clothing expense _____

II. WORK-RELATED INFORMATION

12. Company Name: _____ 13. Size: Large (200 or more employees) SME (less than 200 employees)
14. Location : Makati Bulacan CDO Cebu
15. Year started in company: ____ Years of service in company: ____ 16. Current position: Supervisory (manage people) Non-supervisory

16. What made you CHOOSE your work now: (mark all applicable items on the left and corresponding level of importance)
- | | not important | slightly important | Important | very important | most important |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="checkbox"/> near my home | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> near my children's school | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> work fits my training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> good compensation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> good company benefits | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> I can't find a job, need to work | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> more chances for career development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> shared values & commitment with company | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> others, pls specify _____ | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

17. What makes you STAY in your work now: (mark all applicable items on the left and corresponding level of importance)
- | | not important | slightly important | Important | very important | most important |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="checkbox"/> near my home | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> work fits my training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> good compensation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> company cares for my family | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> I like relationship with co-workers | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> I enjoy my current job | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> more chances for advancement, &/or career development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> no other options, need to work | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> shared values & commitment with company | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="checkbox"/> others, pls. specify _____ | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

18. Please give a candid assessment of your performance in your current job in terms of the categories below:

Quality of Performance	Very poor	Can be better	Average	Very Good	Excellent
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Are there any special arrangements in your work that you find relevant to your family/personal life as a whole?

Please add other arrangements not on the list and mark usefulness accordingly.

	<u>Not Existing</u>	<u>Practiced but Not Utilized By Me</u>	<u>Practiced and Utilized By Me</u>
Flexi time allowed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Output-oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Four-day week schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work shift choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job sharing / job rotation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Part-time work choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-from-home choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others, pls specify _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Are there company programs or facilities that address your personal/family concerns? Mark appropriate column on whether provided by company and frequency of your use or attendance. Add others not on the list and mark your usage accordingly.

	<u>Not provided</u>	<u>Provided but Not used/Not attended</u>	<u>Provided and Sometimes Used/attended</u>	<u>Provided and Always Used/Attended</u>
Day Care facility in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Breastfeeding room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Childcare funding/subsidies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family seminar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parenting seminar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family Day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family emergency loan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family health insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-life balance campaign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others, pls specify _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. From your experience, what policy and/or practice in your company would you consider as the most responsive and relevant to your personal and family life? Please give the TOP THREE answers.

1. _____
2. _____
3. _____

Any other comments you may wish to make, please feel free: _____

Thank you for your time. We appreciate the time and effort you have given this on-line survey. The PMAP-JW Team

--- END OF SURVEY ---

24. Are there any special arrangements in your work that you find relevant to your family/personal life as a whole?

Please add other arrangements not on the list and mark usefulness accordingly.

	<u>Not Existing</u>	<u>Practiced but Not Utilized By Me</u>	<u>Practiced and Utilized By Me</u>
Flexi time allowed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Output-oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Four-day week schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work shift choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job sharing / job rotation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Part-time work choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-from-home choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others, pls specify _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Family seminar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Family Day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family emergency loan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family health insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Others, pls specify _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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1. _____

2. _____

3. _____

Any other comments you may wish to make, please feel free: _____

Thank you for your time. We appreciate the time and effort you have given this on-line survey. The PMAP-JW Team

--- END OF SURVEY ---

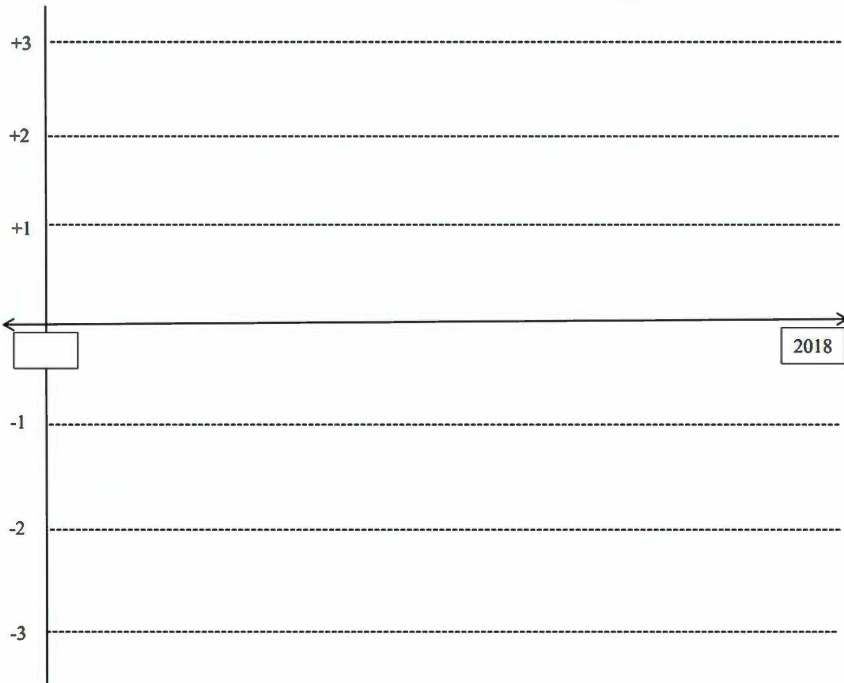
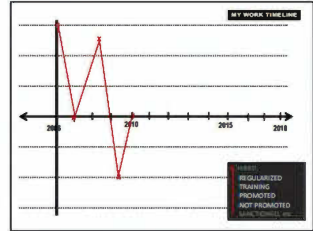


Greetings once again from the People Management Association of the Philippines (PMAP). This is in relation to the current study we are currently undertaking with Investing in Women (IW) that was initiated by the Australian government, entitled "Implications of Family-Responsive Workplace on Employees' Productivity." You have been chosen once again to be one of the participants, this time

in an interview. Your candid response would provide valuable information in formulating policies and developing programs in the workplace that are family responsive. This interview may last for an hour and we hope that you will agree to participate. Your honest answers will go a long way as they will benefit many other workers like you and of course their families. **Rest assured that your answers will be treated with utmost care, in strict confidentiality and will solely be used for the purposes of this study.**

I. MY WORK TIMELINE (WTL):

Below is a timeline that hopes to mirror your life in the company in terms of critical junctures, occurrences, &/or events that you perceive mark discreet changes, movements in your work in this company. Examples of these may be the year you became a regular employee, the years you were promoted or the years when you were not. You may be either perceive them as positive or negative. Please mark them in the work timeline below, according to your personal experience, starting with the years you first joined this company to the present. The upper portion of the graph reflects your positive experiences in ascending degrees of (+1), (+2) & (+3); while the lower part reflects a negative experience in descending degrees of (-1), (-2) & (-3). Divide the horizontal axis according to the number of years between the time you joined to company (place year in the box provided) to the current year (2018). (Let respondent accomplish graph below for 5-7 minutes)



of points of convergence –
(provide +/-1 year deviation for points of convergence)

of points of divergence –
(provide +/-1 year deviation for points of convergence)

III. INTERVIEW QUESTIONS

A. EMPLOYMENT

Thank you for taking time to fill up your work time line and your family/personal time line. Can you please tell me about your work time line first? (Observe the pattern of the marks/made on the graph). I can see that you have marked your chart with high and low points. Can you tell me about them? Have the respondent employee narrate the story of the highest and the low points. Explore on the following:

(1) HIGHEST POINT

1.1. Circumstance/context

For consideration – in the final instrument to be printed, kindly add more spaces in between questions for writing. On one hand, interviewers may also bring their own laptops during the interview. Some might want to consider also bringing a recorder as a back-up (but must advise interviewee if it be used and ensure confidentiality of answers). Thank you.

1.2. Perception on contributory factors for the

(2) LOWEST POINT

2.1 Circumstance/context

2.2 Perception on contributory factors

B. FAMILY LIFE

Moving now to your Family TimeLine. Can you please tell me something about the story of your family?

- (3) What would you consider as the most important goal of your family at this point in time?

- (4) Is there an aspect in your family where your role is most crucial - that no one else can do it but you. What is it?

- (5) Are there times when you need to choose between demands of work and demands of family? What are these? Please explain?

- (6) What is the attitude of your family to your work? How do they regard your company?

- (7) What aspect of your family life do you need the support of your employer most?

- (8) Aside from your salary what other benefits, policies, programs, arrangements in your company that your family benefit from? Can you rank them for me please?

RANK

_____	_____
_____	_____
_____	_____
_____	_____

(9) Would you regard your company as family-friendly? Why do you say so? Or Why not?

C. On PERSONAL LIFE:

(10) Do you have any specific personal goal for yourself at this time of your life? If yes, what? How does your work affect or relate to this?

(11). As a married/single woman (or man), what unique or special needs do you have that you want your employer to address?

(12) Are you familiar with the concept of work-life balance or work-life-fit? If yes, what do they mean to you? (Work-life balance is the idea of creating and maintaining clear distinctions and boundaries between what is work and what is not. Work-life fit, on the other hand, is about creating a work and lifestyle that fosters both personal and professional life at the same time - all about the idea of flexibility.

In a scale of 1-5 with 5 as most important, how is this important to you?

1-not important 2-slightly important 3-important 4-very important 5-most important

If answer is 4 or 5, do you have any specific ways of attaining it? If yes, can you tell me about it?

Is there anything else that you would like to add to these discussions that have not been covered? If yes, can you share them in this study?

CLOSING REMARKS. In behalf of PMAP and IW, thank you for sharing your valuable time, your personal thoughts and experiences, sharing your life. I assure you that your answers will be heard and will go a long way. We wish you all the best in your work, in your family and in your personal life.



INVESTING IN WOMEN
SMART ECONOMICS
AN INITIATIVE OF THE AUSTRALIAN GOVERNMENT



Focus Group Discussion Guide Questions

1. What are the usual family-related concerns of employees in the company?
2. Do you think there are differences in the family-related concerns of men and women? Do you think men and women should be treated differently in addressing family-related concerns?
3. Which family-related concerns of employees are most difficult to address?
4. What company policies and practices have you implemented to respond to those concerns? Which ones have you found most utilized by employees? Which ones would you consider as best practice? What challenges have you encountered in the implementation? What have you done or will do to address those challenges?
5. Which company policies and practices contribute most in facilitating the work/life fit of employees? In motivating them to stay in the company? In facilitating their advancement or career development? In enabling them to achieve increased performance?
6. Do you have other comments?

Frequently Asked Questions on Survey Confidentiality

1. Is the survey confidential and anonymous?

Yes. PMAP survey team will **conduct the survey using strict confidentiality policies.** The team will collect, report, and analyze the data. The team does not share data with organizations in a way that would directly connect you to your responses. No one at your organization has access to the origins of specific feedback. All results will be reported at the office and sector level.

The team will share the survey report in which all individual responses will be aggregated into group averages and percentages, if there are 10 or more responses to a given item. If there are fewer than 10 respondents that office's/sector's survey results will not be reported.

During the survey administration period, respondent offices may email the survey team if they have any questions regarding the confidentiality of the survey or their responses.

2. Will my comments be attributed to me?

The team will collect all comments and sort them into groups. These will be aggregated at the overall level and will not be distributed to respective offices.

2. Will my comments be attributed to me?

The team will collect all comments and sort them into groups. These will be aggregated at the overall level and will not be distributed to respective offices.

The comment section should not be used for criticizing any individual or for explaining specific and personal cases. Since comments will be reported exactly as written, please do not sign your name or include any names or other information that might identify you or any individual.

4. Will I be identified since I am only one X age/sex staff in my department/office or division?

No, the gender, age, and other data will only be used in aggregate. Any data cut with population less than 10 will not be generated.

5. Notes on anonymity and confidentiality.

Anonymous means that no one knows who is answering. To know which people to group together for department/office and division reports, PMAP needs to be able to identify which people belong to which department/office and division.

However, any information that is provided to PMAP is kept completely confidential or private. Confidential means that your identity and answers will not be revealed or released. In addition, PMAP follows exceptionally strict procedures so that aggregated data that is reported remains anonymous and cannot be attributed to a specific individual.

Disclaimer

This publication has been funded by Investing in Women (IW), an initiative of the Australian Government. The views expressed in this publication are those of the individual authors or institutions and do not represent the views of IW or the Australian Government. IW neither endorses the views in this publication, nor vouches for the accuracy or completeness of the information contained within the publication.