

Implementation of Policies, Orders, and Laws Affecting Teaching Employees

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Abstract

Employment laws, policies, and orders were created to provide guidelines and regulations for employers and employees and to offer protections and structure for both. Over the years, they have grown to reflect the values the people hold as a society and in the ideal of the equality of all people. Using purposive sampling, one hundred thirty-five faculty and staff were the respondents from different public and private schools of Baguio and Benguet. Ranking, mean, and F-test was employed to interpret the gathered data for the quantitative part, and thematic approach was utilized for the qualitative part of the study.

Findings revealed that private and public institutions highly significantly differ in insurance remittances to national agencies and significantly differ in the implementation of policies regarding conversion of leaves to monetary equivalent. Ironically, there is no significant difference in other indicators between private and public institutions. There are different challenges encountered in the implementation of laws, policies, and order in private and public schools with various effects to the employees and organizations as well. It is then recommended that the employers, administrators, and owners to consider giving the same weight in the implementation of all the laws, policies, and orders. Likewise, to consider forming consortium to support the teachers' education advancement.

Keywords: Laws, Policies, Orders, Employment Status, Implementation

Introduction

Employment laws, policies, and orders were created to provide guidelines and regulations for employers and employees and to offer protections and structure for both. They are made up of laws spanning local, state, and federal levels. Their importance cannot be overstated labor laws provide the foundation for our economic system. Over the years, they have grown to reflect the values we hold as a society and in our ideal of the equality of all people. When a business violates a law there can be devastating consequences through governmental fines and legal actions, so it is crucial that businesses include best practices to ensure the well-being of the company and its employees.

President Rogrigo Duterte just signed Republic Act 11551, also known as the Labor Education Act, on May 27, 2021, as reported by Philippine News Agency. The report says that this new law recognizes the need for the state to put in place a mechanism to educate future workers, employers, and entrepreneurs on their rights and responsibilities in promoting harmony in the workplace and social progress in society. Under the law, labor education refers to “the teaching of basic knowledge on labor rights and other skills relating to negotiation, fostering smooth interpersonal relations in the workplace, and mechanisms for redress of grievances and other concerns.” “All public and private higher education institutions (HEIs)

shall integrate labor education as part of an elective course; and as far as practicable, hold a Labor Empowerment and Career Guidance conference which graduating students shall attend,” the law read.

According to TestPinoy.com, the average teacher in the Philippines is starting to get paid more. With the Salary Standardization Law of 2019, the national average public school teacher’s salary in 2021–2023 will be higher than their private-sector counterparts by around 65 to 87%. The said increases as per RA 11466, are scheduled in four tranches from the year 2020 until the year 2023. The increases will be per Salary Grade (SG) and step corresponding to the position. Skeptics warned that the economic downturn caused by the pandemic could jeopardize the said increase. But DepEd assured during a press briefing last year that there is enough funding for the wage hike for teachers this year and until 2023 (testpinoy.com).

Moreover, the list of rewards and benefits of employees in the Philippines goes on with mid-year bonus, year-end bonus, cash gifts, enhanced performance-based bonus (PBB), productivity enhancement incentive (PEI), uniform/clothing allowance, cash allowance, overtime pay, medical examination and treatment, study leave, sick leave, maternity leave, paternity leave, ten-day leave for victim of violence, special leave, incentive leave, fringe benefits, disability benefits, insurance and many more. How many of these benefits and rewards are actually being received by the employees? Are they aware of such benefits, rewards, and privileges? The Alliance of Concerned Teachers (ACT) said their colleagues have not had the chance to breathe since classes ended as they organized graduation, submit students’ final grades, performance evaluation, among other tons of paperwork, and yet the education department has already tasked them to start soliciting for the Brigada Eskwela program, an annual school maintenance program (Bulatlat.com, 2021).

Moreover, in a survey conducted by ACT earlier this year, at least 41 percent of public-school teachers in Metro Manila said they are working beyond eight hours a day to accomplish their work. The survey also revealed that 29 percent of public-school teachers outside Metro Manila are working for nine to 16 hours. Filipino public-school teachers have also been robbed of their weekends with nearly half of them saying that they work between four to eight hours as well.

The largest organization of teachers’ unions and associations in the country has called for salary upgrade, overtime compensation, gadget and internet allowance for teachers and learners, P3,000 inflation adjustment allowance, and a P10,000 election service honorarium for poll workers in the 2022 elections. Inquirer.net also reported that the overtime works of teachers, including that of the Baguio and Benguet, are not being paid. According to the article, Raymond Basilio, ACT secretary-general, teachers remained overworked, underpaid and under-supported by the administration.

In the private sector, the 1987 Philippine Constitution expressly recognizes the right of employers to reasonable returns on investments and to expansion and growth. In this connection, management has the prerogative to manage, control and use its property and conduct its business in the manner it deems best. It likewise has the right to prescribe reasonable rules and regulations, to select its workers, and to transfer, reduce or lay off workers depending on the needs of its business, provided the said rights are exercised in good faith and in accordance with applicable Philippine law and subsisting contract. This “prerogative to manage, control and use” is sometimes abused by the private corporations. Projectjurisprudence.com records various cases of employees being dismissed such De La Salle Araneta University V. Marie Nel A. Prepotente and Mercado, et.al. V. AMA Computer College Inc. This study will look into the extent of the implementation of policies, orders, and laws in both public and private schools, teaching and non-teaching employees and the challenges related to their implementation.

Conceptual Framework

Laws

Labor laws are the main instrument that provides a protective mantle to the workers in the Philippines. Thus, the provisions of the labor code are largely aimed at protecting those regular employees. Article XIII, Social Justice and Human Rights, Section 3 of the Philippine Constitution, the most basic law of the land, provides section 3 that the state shall afford full protection to labor, local and overseas, organized and unorganized, and promote full employment and equality of employment opportunities for all. It shall guarantee the right of all workers to self-organization, collective bargaining and negotiations, and peaceful concerted activities, including the right to strike in accordance with law. They shall be entitled to security of tenure, humane conditions of work, and a living wage. They shall also participate in policy and decision-making processes affecting their rights and benefits as may be provided by law. The State shall promote the principle of shared responsibility between the workers and employers and the preferential use of voluntary modes in settling disputes, including conciliation, and shall enforce their mutual compliance therewith to foster industrial peace. The State shall regulate the relations between workers and employers, recognizing the right of labor to its just share in the fruits of production and the right of enterprises to reasonable returns on investment, and to expansion and growth.” Casual employment all other types of employment relations not defined as regular employment are classified as casual employment. As the term suggests, casual employees do not enjoy security of tenure and therefore they may be dismissed at any time (Azucena, 1997). The legal presumption as supreme court ruled if an employee has been performing a job for at least one (1) year, even if the performance is not continuous or merely intermittent, the law deems the repeated and continuing need for its performance as sufficient evidence of necessity if not indispensability of the activity to the business.

The existing of employee employer relationship is among the criteria used by the supreme court in determining the extent of violation committed by the employer, the elements are the following; selection and engagement of employee, the payment of wages, the power of dismissal, and the employer’s power to control the employee with respect to the means and methods by which the work is to be accomplished. (Azucena, 1997). Employers are required to observed the following benefits for their employees the employees wage must not be less than the regional minimum wage applicable to the place of employment, normal hours of work of eight hours in a day, one (1) day rest period after six consecutive days of work: regular pay on holidays, five days service incentive leave each year, 13th month pay, coverage by medical care, social security and employees compensation, and retirement benefits upon reaching the age of sixty years or sixty-five years for compulsory retirement in the amount equivalent to one half month pay for every year of service rendered (Azucena, 1997).

The law also requires employers with women employees to provide the following facilities: provide seats proper for women and permit them to use such seats when they are free from work and during working hours, provided they can perform their duties in this position without detriment to efficiency, to establish, separate toilet rooms and lavatories for men and women and provide at least a dressing room for women; to establish a nursery in a workplace for the benefit of the women employees therein, and to determine appropriate minimum age and other standards for retirement or termination in special occupations such as those of flight attendant. A woman employee who has rendered an aggregate service of at least six (6) months for the last twelve (12) months enjoys a total of eight (8) weeks maternity leave benefit with full pay. The employer must first advance the benefit and then seek reimbursement from the Social Security System. Still the employer entails hiring a temporary replacement (Azucena, 1997).

Sexual harassment at work is also considered violation that can lead to termination of the employee. Under the law, either a male or a female employee may be a victim of sexual harassment. Sexual harassment may be committed by an employer, co-employee, manager, supervisor, agent of the employer, teacher, instructor, professor, coach, trainer or any other person who, having authority, influence or moral ascendancy over another in a work or training or education environment, demands, requests or otherwise requires sexual favor from the other, regardless of whether the demand, request or requirement for submission is accepted by the object of said act. (Philippine Anti-Sexual Harassment Act, R.A. 7877 February, 1995).

As the law imposes as the duty of the employer to provide occupational health and safety to their employees which consist of the following: the service of a full-time registered nurse when the number of employees exceeds fifty (50) but not more than two hundred (200) except when the employer does not maintain hazardous workplaces, in which case the services of a graduate first-aider shall be provided for the protection of the workers, where no registered nurse is available, the services of a full-time registered nurse, a part-time physician and dentist, and an emergency clinic, when the number of employees exceeds two hundred (200) but not more than three (300) hundred, and the services of a full-time physician, dentist and a full time registered nurse as well as a dental clinic, and an infirmary or emergency hospital with one bed capacity for every one hundred (100) employees when the number of employees exceeds three hundred (300). To ensure that the employees are protected against occupational hazards in employment, the rules implementing the Labor Code require employers and workers to set up safety committees. Moreover, safety inspections are done annually by the Department of Labor and Employment, more particularly through its regional offices for private institutions and with concurrence of Civil Service Commission (CSC) and Department of Health (DOH) for public institutions. (R.A 11058 Occupational Health and Safety Standard Act and Department of Labor and Employment Manual).

These are a set of standards, principles, and procedures that must be followed in society. Law is mainly made for implementing justice in the society. There are various types of laws framed like criminal laws, civil laws, and international laws. While a law is framed for bringing justice to the society, a policy is framed for achieving certain goals (University of Washington, 2019). Everyone has a stake in addressing the problem of workplace violations. When impacted workers and their families struggle in poverty and constant economic insecurity, the strength and resiliency of local communities suffer. When unscrupulous employers violate the law, responsible employers are forced into unfair competition, setting off a race to the bottom that threatens to bring down standards throughout the labor market. And when significant numbers of workers are underpaid, tax revenues are lost (Bernhardt et al. 2009). This finding shows that the utter breadth of the problem, spanning key industries in the economy, as well as its profound impact on workers, entailing significant economic hardship, demands urgent attention.

Policies

Policy is the outline of what a government is going to do and what it can achieve for the society as a whole. Policy also means what a government does not intend to do. It also evolves the principles that are needed for achieving the goal. Policies are only documents and not law, but these policies can lead to new laws (University of Washington, 2019). Policy is on behalf of the public. It is crafted in response to problems that require attention. They might take the form of law, regulations, or set of all the laws and regulations that govern a particular issue or problem (The Mining Journal.com, 2022). When people vote, they are making a choice of the individual they trust to work through the policy process. Generally, policies address

the needs and concerns of the public. When an organization has clear company policies, both employees and employer's benefit.

Outlining employees' rights and expectations within your company helps set behavioral and performance standards for the workplace, and gives employees an overall framework of how to be successful at your company. Company policies also help to protect your business and contribute to a safe and more enjoyable work environment for everyone. Work-life initiatives encompass a variety of practices that aid workers in balancing the demands of work and personal life (Takeuchi, 2018; Cabinet Office, 2017); family-friendly policies are thought to be included in work-life balance policies. Organizations can enhance their ability to recruit and retain a top-quality workforce if they provide employees with flexibility and resources to help them more easily combine work and family. Providing work schedule flexibility reduces the level of work-family conflict and enhances satisfaction with family life (Hammer, Allen, & Grigsby, 1997).

Orders

Department Order or "Department Request" means a written order or request signed in the name of the Department by any one of its Authorized Officers and delivered to the Trustee, or if so, contemplated by the Indenture, another Fiduciary for the purpose of instruction, clarification of policy, and establishment of procedure or rules in the form of departmental orders, special orders, chief's memorandum, personnel orders, training bulletins, and division orders (Law Insider). A written or verbal court order, demand, proclamation or mandate issued by a judge or panel of judges. These are issued at hearings, trials, appeals and other court proceedings (pribanic.com). The Department of Education Order is an example of this. DepEd Order No. 56., s 2021 gives the new computation of public-school teachers' proportional vacation pay for school year 2020-2021 (deped.gov.ph, 2021).

Benefits

Employee benefit programs play an important role in persuading a worker to take a job. However, practically, some companies are still hesitant in implementing this, considering the costly expenditure especially for private companies that are depending only on their income. Employee benefits are the perks that an employee earns or enjoys for working in a company. These are required by law or provided voluntarily by the employer. Employees benefits are very significant and crucial for companies. It is an allure to talented employees, it increases employee loyalty, it reduces the hiring budget, it increases retention and minimizes employee turnover, and it establishes a positive work culture. In the survey conducted by the US Chamber of Commerce Foundation on millennial workers in the United States, it stated that more than 50% thought employee benefits affect their interest in working in a company. And still, from the same survey, 60% of the respondents stated that employee benefits are an important reason that keeps them staying at the same wheels.

Studies also prove that employee benefits are significant in a company. Dulebohn et.al. mentioned in their study that benefits or indirect compensation plays a significant factor in the attraction and retention of employees. Odesola et al. (2013) also said that Fringe benefits such as salaries and paid leaves, service incentive leave, holiday pay, health care, working conditions, and pensions are certainly part of the attractiveness of a job to potential and current private and public employees. The study of Kang et.al (2016), also found out that employee benefits have a positive impact on employee productivity. He noted that an increase in one unit of employee benefits leads to an increase of employee productivity by 7.9%.

Moreover, surveys have also shown that one of the factors that helps motivate employees to work, improves job satisfaction and employee's performance is the benefits given to them. In the SHRM's 2016 Employee Job Satisfaction Survey, the top three drivers of job satisfaction were respectful treatment of employees at all levels, compensation, and benefits. Sixty percent of employees rated benefits as a very important contributor to job satisfaction. However, just over two-thirds (68 percent) of employees indicated that they were satisfied with their benefits.

In the educational sectors, studies also show that teacher's benefits have an effect on their performance. In the study of Adamu (2019), he concluded that there is a significant relationship between teachers' fringe benefits and teachers' professional development with teachers' job performance. Armstrong, (2007) also stated that in addition to the provision of a fair wage and salary to employees, certain fringe benefits are essential in productivity. These include leave bonus, retirement benefits and pension plans. The result of the study of (Tarafdar et.al 2021) also reveals that fringe benefits (insurance & retirement benefits, payments for time not worked, education & development opportunities, flexible working hours, and employee welfare benefits) are positively related to employee loyalty.

The law under the Labor Code of the Philippines mandates certain employment benefits. These are monetary benefits such as 13th month pay, and overtime pay, among many others. In addition, the Labor Code also requires employers to become members of the Pag-IBIG Fund, PhilHealth, SSS, and GSIS for public employees, as well as remit monthly contributions on behalf of their employees to these government offices. This ensures that employees have access to affordable house financing, health insurance, and social security benefits, as mandated by the law (DOLE-CAR).

However, even though mandated by the law, some employers do not observe. DOLE-CAR wrote in one of their articles that during labor inspections, where in the Department of Labor and Employment (DOLE) enforce labor laws and social legislation through the conduct of Routine Inspection, Complaint Inspection and Occupational Safety and Health Investigation, one of the violations frequently encountered is the non-payment of government mandated benefits to employees.

In addition, Odesola et.al (2013) also mentioned in her study that several of the most generous fringe benefits for public-school teachers often go unrecognized. Pension programs for public-school teachers are significantly more generous than the typical private sector retirement plan, but this generosity is hidden by public-sector accounting practices that allow lower employer contributions than a private-sector plan promising the same retirement benefits. She further added that public sector benefits have historically been excellent; however, health and pension costs have risen so dramatically since 2000 and public educators are forced to pay or pay more for their benefits.

All businesses, regardless of size and resources, are charged with managing employee benefit programs responsibly and legally. In compliance with this, employers are also experiencing some challenges. Sessoms in her article explained that employers, especially in small businesses, are challenged to provide or maintain health benefit packages. The cost of employee benefits can have a greater impact on their profit and cash flows. Providing leave benefits can also require them to hire temporary employees to do the work of the employee on leave. Furthermore, Gierut (2019) in her article also mentioned that one of the biggest areas of unnecessary spend for many businesses is unused benefits. The root cause of that disuse is often a lack of awareness, either because employees don't know the benefits exist or they don't understand how they would benefit from them.

Paradigm of the study

As geared in the paradigm (Figure 1), the type of employer affects the extent of implementation of the labor law, policies, and orders. Private schools require working capital to fund routine operating budgets such as teacher and administrator salaries and benefits, academic and athletic programs, utilities, repair and maintenance, printing, copying and office supplies, IT supplies, software and services, student transportation and the like. The sources of such working capital are typically tuition, auxiliary fees and revenues, and investment income (Quinn K., 2005).

Furthermore, Wye River Group claimed that when private schools face the need for a major new facility, renovations to an existing facility or other major capital expenditures, some schools, but not many, have the option to fund such costs from cash reserves, endowment funds or contemporaneous gifts. More frequently, in lieu of deferring the project, schools turn to debt financing.

On the other hand, public education makes up only a small share of local government spending and has not changed much over the last decade according to the World Bank. The composition of local government spending is aligned with their devolved responsibilities, with the bulk of funds being allocated to the provision of general public and economic services as well as health, nutrition, and population services. Local government funding also represents a very small and declining share of overall public funding for basic education.

Moreover, local government support for education has declined even though local revenue for education has increased considerably. Each province, city, and municipality in the Philippines has a Special Education Fund (SEF), which is the source of the majority of its spending on basic education. The implementation of compensation largely depends on the source of funds coming in the school. The funds are divided among the employees' salaries, benefits, and allowances. To study the relationship between the laws, policies, and orders and the school system, and the school size, laws, policies, and orders have been defined and its relationship to the severity of it to the organization. The study attempts to show the extent of the implementation of the laws, policies, and orders to the school employees. Also, it will show the challenges experienced by the company towards its proper implementation.

In order to better understand the focus of the study, the interrelationship of the variables is shown in Figure 1: Schematic Diagram of the Study. The laws, policies, and orders from the labor code are found in the initial box. They are considered the independent variables. These laws, policies, and orders are implemented by the schools which vary from system and size; these are considered the intervening variables. However, there are laws, policies, and orders within the organization that are not impose on the employees depending on the school. It is the desire of this research to recommend proper implementation of the laws to school employees.

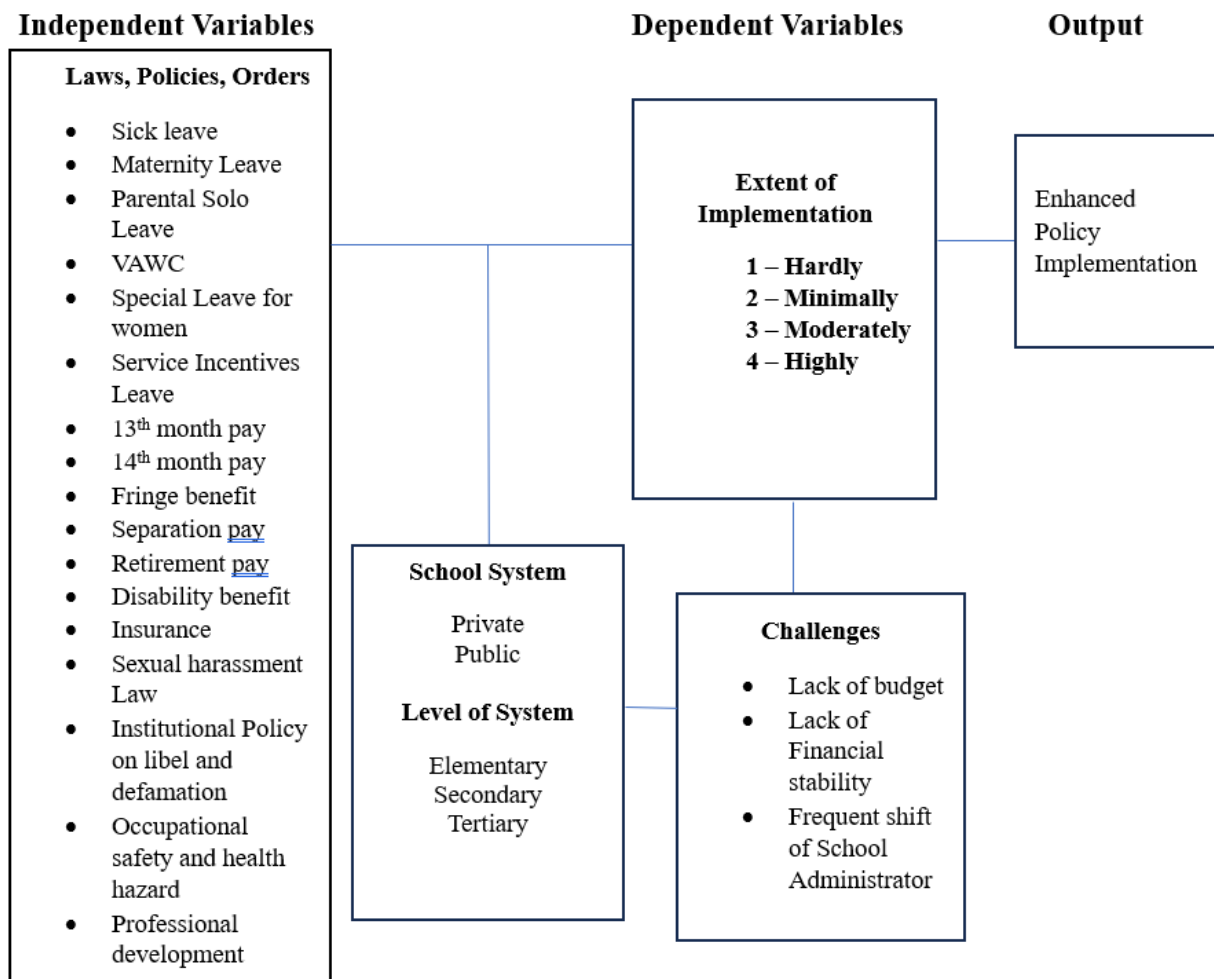


Figure 1. Schematic Diagram of Variables

Statement of the Problem

This study will intend to analyze and assess the extent of implementation of the laws, policies, and orders in the Baguio-Benguet schools. Specifically, it will answer the questions:

1. To what extent are identified provisions of policies, orders, and laws affecting teaching employees implemented in public and private educational institutions in Baguio and Benguet?
2. Are there significant differences on the level of implementation of these policies, orders, and laws according to:
 - a. level of institution Elementary, secondary, tertiary
 - b. school size
3. What are the challenges in the implementation of the labor relation policies?

Hypotheses of the Study

1. The implementation of laws, policies, and orders found in the labor code is high.
2. The relationship between the implementation of laws, policies, and orders and the school system and size is highly significant.
3. There are varied challenges in the implementation of the labor relation policies.

Methodology

This chapter presents the research design and methods that will be used in this study. These methods and design will help the researchers make this study systematic in data analysis and interpretation. This chapter specifically includes the research design, locale and population, data collection instruments, data collection procedure and treatment of data.

Research Design

The descriptive design will be used for this study. This is based on the premise that problems can be solved and practices improved through observation, analysis, and description (Koh, et al 2015). According to Burns and Grove (2003), descriptive research is designed to provide a picture of a situation as it normally happens. Moreover, it is concerned with conditions, practices, structures, differences or relationships that exist, opinions held, processes that are going on, or trends that are evident (Creswell, 2002).

The study will employ a mixed methods approach by gathering both quantitative and qualitative data. Mixed methods can be used to gain a better understanding of connections or contradictions between qualitative and quantitative data; they can provide opportunities for participants to have a voice and share their experiences across the research process, and they can facilitate different avenues of exploration that enrich the evidence and enable questions to be answered more deeply. (Bowers B. et al 2013).

The quantitative approach will measure the extent of the identified provisions of policies, orders, and laws affecting teaching employees. Also, it will be utilized to measure the significant differences on the level of implementation of these policies, orders, and laws according to: level of institution and school size. On the other hand, the qualitative approach which will be done through an open-ended question will discourse the challenges on the implementation of the labor relation policies by the respondents.

Population and Locale of the Study

This study will be conducted in both public and private Higher Education and Basic Education Institutions in Baguio City and Philippines. The target respondents will be all the currently employed non-teaching and teaching personnels of the schools regardless of gender, age, position, and years of service. The respondents will be chosen through a convenience sampling method since it will be their discretion to participate in the study.

Data Collection Instruments

The researchers will be putting the questionnaires in a Google Form. There are two parts of the questionnaire. Part I comprises the personal profile of the respondents. Part II is a 20-item survey question on the extent of implementation of the laws related to the benefits, professional development, and safety of the personnels. Part III is an open-ended question to gather data for the statement of problem number 3 or the challenges in the implementation of the labor relation policies.

Furthermore, the questionnaire will be crafted by the researchers based on the Worker's Statutory Monetary Benefits Handbook of the Department of Labor and Employment. All questions are about the extent of implementation of the laws related to benefits, professional development, and safety of the personnels. Each question will be rated using a 4-point Likert scale which are 4 for highly implemented, 3 for moderately implemented, 2 for minimally implemented, and 1 for hardly implemented.

Data Collection Procedure

Technology will be used in gathering the relevant data in this study. The use of the online method for the sole purpose of gathering data will be inevitable given that the ongoing global health pandemic necessitates the need for the researchers to conduct the study completely online as a preventive measure to help curb the spread of Covid-19.

The approval of the School Division Superintendent of Basic Education and the Regional Director of Higher Education in Baguio City and Benguet to conduct the study will be sought. After which, the researchers will inform the school administrators then ask their permission to send the questionnaires to the emails or any social media accounts of their non-teaching and teaching employees.

Moreover, included in the Google Form Questionnaire will be the cover letter to all the respondents, telling them about the goal of the study, asking and thanking them for their participation. The researchers will also further explain that all the data gathered from them will be treated with utmost confidentiality and will solely be used in the study. The researchers will be giving one week for the teacher respondents to answer the questionnaires.

Ethical Protocols

For this study, the ethical principles of informed consent, anonymity of respondents, confidentiality and voluntarism will be catered for. On informed consent, the researchers will seek the consent of all participants in the study before conducting the study and their endorsement will be received before sending the questionnaire. The study will guarantee the anonymity of participants by not requiring them to indicate their names or any identifiable information as a way for guaranteeing the ethical standard of anonymity in social research. Respondents will be assured of the confidentiality of all the answers provided that the data to be gathered will not be shared with unauthorized persons or those who have no direct bearing on the study.

Treatment of the Data

The quantitative data will be collated and organized statistically. The statement of problem number 1 will be analyzed by computing the mean scores and use of simple ranking. After which, to answer the statement of problem number 2, the T-test will be used to analyze the significant differences of the perceptions of the respondents according to their level of institutions and school size.

Moreover, the qualitative data which is answering the statement of problem number 3 will be organized and analyzed too. The data will be treated using Colaizzi's method. This method is utilized to give enough help in sorting, organizing, analyzing and presenting the narrative dataset. Colaizzi's (1978) method of data analysis is rigorous and robust, and therefore a qualitative method that ensures the credibility and reliability of its results. It allows researchers to reveal emergent themes and their interwoven relationships.

Results and Discussion

This chapter contains detailed presentation and discussion of data analysis and the results of this study. The findings are presented under the following major headings: extent of the implementation of the identified provisions of laws, policies, and orders; level of implementation of laws, policies, and orders; and challenges in the implementation of the labor relation laws, policies, and orders to the employees.

Extent of the Implementation of the Identified Provisions of Laws

Based from the computed mean of the 23 identified provisions of laws, policies, and orders, they were ranked and classified accordingly. Computed values that fall within the range of 1 – 1.75 is classified as Hardly Implemented (HAI) which implies that 1% - 15% level of implementation is attained, computed values that fall within the range of 1.76 – 2.50 is classified as Minimally Implemented (MI) which 16% - 50% level of implementation is achieved, computed values that fall within the range of 2.51 – 3.25 is classified as Moderately Implemented (MoI) which 51% - 85% level of implementation is felt and computed values that fall within the range of 3.26 – 4.00 is classified as Highly Implemented (HI) which 86% - 100% level of implementation is attained. From the data shown in table 2, the extent of implementation of the identified provisions of laws, policies, and orders, affecting employees, four provisions were ranked and classified as Highly Implemented (HI) specifically, rank 1 is thirteenth month pay with computed value of 3.73, rank 2 is Insurance like Pag-ibig, Philhealth, SSS, GSIS, and others are remitted to national agencies with computed value of 3.66, rank 3 is retirement pay with computed value of 3.36, and rank 4 is Professional development on free seminar, training, convention, webinar for employees with computed value of 3.21. Fourteen identified provisions were classified under Moderately Implemented (MoI), and the remaining 4 identified provisions fall under Minimally Implemented. No identified provision is found to be Hardly Implemented and that these variables were classified from Minimally Implemented to Highly Implemented.

These gathered data implies that the extent of implementation of the identified provisions of laws, policies, and orders, affecting teaching employees were perceived differently by the respondents that results to a realization that most of these provisions are moderately extended to them. A few felt to be Highly Implemented (HI) as well as few were also Minimally Implemented (MI) and the good thing is no provision was found to be Hardly Implemented (HI). The data further implies that certain intervention could be done to attain higher percentage in along the Highly Implemented bracket.

The study of Azucena, C.A (1997) supports the result of the computed means in the extent of implementation of identified provision particularly two among that has been mentioned and these are 13th. Month pay and retirement pay wherein according to him these are basic benefits that should really be given to

Table 2. Extent of implementation of the identified provisions of policies, orders, and laws affecting teaching employees.

Laws, Policies, and Orders	Mean	Descriptive Equivalent	Rank
• Commutation into money equivalent for unused sick/vacation leave	2.97	MoI	10
• Maternity leave of 105 days with full pay.	3.12	MoI	8
• Maternity leave of 120 days with full pay.	2.87	MoI	12
• Paternity leave of 7 calendar days.	3.02	MoI	9
• Parental solo leave of 7 days yearly to attend to the family.	2.44	MI	20
• Usage of the ten-day leave for employees who victims of violence.	2.36	MI	22

• Special leave for women who underwent surgical procedures like mastectomy.	2.63	MoI	16
• Service incentive leave of 5 days for employee who has 1 year of service in the institution, convertible to cash if not used.	2.33	MI	23
• Thirteenth month pay.	3.73	HI	1
• Fourteen months pay.	2.59	MoI	18
• Fringe benefits (sack of rice, free uniform, free education for children, free accommodation).	2.67	MoI	15
• Separation pay	3.13	MoI	7
• Retirement pay	3.36	HI	3
• Disability benefit	2.61	MoI	17
• Insurance (Pag-ibig, Philhealth, SSS, GSIS, and others) are remitted to national agencies	3.66	HI	2
• Sexual Harassment law	2.92	MoI	11
• Policy about workplace bullying	2.77	MoI	13
• Policy about defamation and libel	2.76	MoI	14
• Safety in the working environment (Occupational safety and health hazards) a) Yearly Fire Drill	3.17	MoI	6
• Safety in the working environment (Occupational safety and health hazards) b) Yearly Earthquake Drill	3.21	MoI	5
• Safety in the working environment (Occupational safety and health hazards) c) Seminar regarding proper body mechanics and lifting technique at the workplace (yearly)	2.54	MoI	19
• Professional development a) Scholarship Grant (Master’s Degree, Doctorate Degree, Post graduate study)	2.38	MI	21
• Professional development b) free seminar, training, convention, webinar for employees	3.29	HI	4
Average Weighted Mean	2.89	MoI	
Legend:			
1-1.75 Hardly Implemented (HAI)	2.51-3.25 Moderately Implemented (MoI)		
1.76-2.50 Minimally Implemented (MI)	3.26-4.00 Highly Implemented (HI)		

any employee in which most of the respondents acknowledge a high extent of implementation. In the Labor Code of the Philippines, 13th Month pay has been reiterated to be a monetary benefit of each employee and serves as one basic benefit that the company must give to the employees. In addition, Tarafdar et al. (2021) support that having insurance affects the loyalty of employee in the company. Armstrong (2007) reiterates further that retirement benefits and pension plans motivates employees that results to productivity. In the study of Odesola, et.al. (2013) there is a difference on the retirement plan for public sector and pension plan for the private sector; accordingly, public sectors are more generous but there are also fringe benefits that are being denied to them. Other benefits that fall under Moderately

Implemented were also supported by Azucena in his study like recognition of overtime, medical and other benefits. Minimally Implemented provisions are enumerated also in the Labor Code of the Philippines and in specific Republic Acts.

Level of Implementation of Laws, Policies, and Orders

Presented in Table 3 is an independent sample t test calculated comparing the mean score of school system as to public and private in terms of extent of implementation of the identified provisions of laws, policies, and orders, affecting teaching employees implemented in public and private educational institutions in Baguio and Benguet. It can be gleaned in the table that there are four provisions that are highly significant with 0.000 p-value. These are parental solo leave of 7 days yearly to attend to family, usage of the ten-day leave for employees who victims of violence, fourteen months pay, and disability benefit. According to their mean scores, these provisions are highly implemented more in public schools compared to private schools. The findings imply that there is a high significant difference in the implementation of these identified laws, policies, and orders according to school systems. It is noted that these laws, policies, and orders are more implemented in public schools. Public schools offer more benefits than private schools. This is mainly because the financing of the public school is mainly by the government while by households for the private schools (Racelis et.al, 2012). In addition, these benefits maybe mandated by the law to the private school employers however, it is not known to employees. As Gierut (2019) mentioned in her study that the root cause of unused benefits is often a lack of awareness, either because employees do not know the benefits exist or they don't understand how they would benefit from them. Also, the 14th month pay is a law however most private school employers does not observe since they are depending only on their income as a source.

Moreover, there are also three provisions that are moderately significant such as special leave for women who underwent surgical procedures like mastectomy with 0.003 p-value, safety in the working environment (Occupational safety and health hazards) a) Yearly Fire Drill, and Professional development a) with 0.008 p-value, and Scholarship Grant (Master's Degree, Doctorate Degree, Post graduate study) with the p-value of 0.004. Based on their mean scores, safety in the working environment (yearly fire drill) is moderately implemented more in private schools than public schools while the other two provisions are moderately implemented more in public schools than private schools.

Furthermore, there are also provisions that are significant such Insurance like Pag-ibig, Philhealth, SSS, GSIS are remitted to national agencies with .044 p-value, commutation into money equivalent for unused sick/vacation leave with .038 p-value, paternity leave for seven-day calendar days with 0.025 p-value, and safety in the working environment (Occupational safety and health hazards) b) Yearly Earthquake Drill with a p-value of 0.018. Their mean scores also show that paternity leave is implemented more in public schools than private schools while commutation into money equivalent for unused sick/vacation leave, insurance remitted to national agencies, and safety in the working environment (Yearly Earthquake Drill) are implemented more in the private schools that public schools.

Lastly, the rest of the laws, policies, and orders is not significant. It implies that regardless of the school system – private or public, the implementation of these laws, policies, and orders are similar. It is however, disclosed that employees in the private institutions transfer to public schools for the commutation of unused/vacation leave into money. Since public education has a share of local government spending and each province, city, and municipality in the Philippines has a Special Education Fund (SEF), public

institutions do not have any problem in the commutation of unused leaves. This may be referred to as the “greener pasture” by the respondents since most private employees opt to be employed by a public school. In the study of Gierut (2019), she mentioned that one of the biggest areas of unnecessary spending for many businesses is unused benefits. The root cause of that disuse is often a lack of awareness, either because employees do not know the benefits exist or they don't understand how they would benefit from them. Moreover, Kang et al (2016) found out that employee benefits have a positive impact on employee productivity. He noted that an increase in one unit of employee benefits leads to an increase of employee productivity by 7.9%.

Table 3. Extent of implementation of laws, policies, and orders public and private educational institutions

Laws, Policies, and Orders	School System Mean		F	95%
	Public	Private	t-value	p-value
• Commutation into money equivalent for unused sick/vacation leave.	2.78	3.16	2.099	0.038*
• Maternity leave of 105 days with full pay.	3.31	2.93	-1.919	0.057
• Maternity leave of 120 days with full pay.	2.99	2.75	-1.175	0.242
• Paternity leave of 7 calendar days.	3.25	2.79	-2.268	0.025*
• Parental solo leave of 7 days yearly to attend to the family.	2.81	2.07	-3.738	0.000***
• Usage of the ten-day leave for employees who victims of violence.	2.87	1.84	-5.663	0.000***
• Special leave for women who underwent surgical procedures like mastectomy.	2.93	2.33	-3.026	0.003**
• Service incentive leave of 5 days for employee who has 1 year of service in the institution, convertible to cash if not used.	2.47	2.19	-1.251	0.213
• Thirteenth month pay.	3.82	3.64	-1.385	0.168
• Fourteen month pay.	3.68	1.48	-14.761	0.000***
• Fringe benefits (sack of rice, free uniform, free education for children, free accommodation).	2.71	2.64	-0.361	0.719
• Separation pay	3.31	2.96	-1.925	0.056
• Retirement pay	3.49	3.24	-1.464	0.145
• Disability benefit	3.03	2.19	-4.447	0.000***
• Insurance (Pag-ibig, Philhealth, SSS, GSIS, and others) are remitted to national agencies	3.54	3.78	2.032	0.044*
• Sexual Harassment law	3.03	2.81	-1.246	0.215
• Policy about workplace bullying	2.87	2.67	-1.092	0.277
• Policy about defamation and libel	2.87	2.64	-1.273	0.205

• Safety in the working environment (Occupational safety and health hazards) a) Yearly Fire Drill	2.97	3.37	2.675	0.008**
• Safety in the working environment (Occupational safety and health hazards) b) Yearly Earthquake Drill	3.03	3.39	2.405	0.018*
• Safety in the working environment (Occupational safety and health hazards) c) Seminar regarding proper body mechanics and lifting technique at the workplace (yearly)	2.68	2.40	-1.554	0.123
• Professional development a) Scholarship Grant (Master’s Degree, Doctorate Degree, Post graduate study)	2.65	2.10	-2.970	0.004**
• Professional development b) free seminar, training, convention, webinar for employees	3.18	3.40	1.636	0.104
AWM	3.055	2.729		

Legend: *- significant ns not significant *** highly significant

Also, insurance companies like Pag-ibig, Philhealth, SSS, GSIS, and others are remitted to national agencies with a significant difference of 2.032, this suggests that those private school system moderately implemented the identified provision under the Labor Code which requires employers to become members of the Pag-IBIG Fund, PhilHealth, SSS, and GSIS for public employees, and to remit monthly contributions on behalf of their employees to these government offices. Hence, the Department of Labor and Employment was prompted due to numerous complaints of employees from the private sector mandating all the employer to strictly provide the employees laws-mandated social benefits to safeguard and protect the rights of the workers and to enforced to the employer there legal and moral responsibility (Department of Labor and Employment May 13, 2022).

In addition, professional development, free seminar and training, convention, webinar for employees is with significant difference of 6.865 which implies that it is moderately implemented specially in private education institution. This denotes that education plays the role of enhancing the capacity of teachers and informing important choices to their welfare. It has to meet minimum quality and standards. Thus, in one of the study mentioned that teacher’s professional development is essential to changing classroom practice, improving schools, and ameliorating pupils’ learning outcome (Teacher’ professional development in school: A review study by May Britt Potholm, October 2018).

Therefore, family-friendly policies were thought to be included in work-life balance policies. Organizations can enhance their ability to recruit and retain a top-quality workforce if they provide employees with flexibility and resources to help them more easily combine work and family. Providing work schedule flexibility reduces the level of work-family conflict and enhances satisfaction with family life (Hammer, Allen, & Grigsby, 1997).

Challenges in the Implementation of the Labor Relation Laws, Policies, and Orders to the Employees

Complying with the forever changing and evolving labor laws means an employer needs to be agile and adapt or risk compliance issues. Should an employer risk it or comply with what is supposed to be his responsibility - from paid leaves and hiring to safety and sick leave and all the many points in between? Table 4 discusses the identified challenges by the respondents.

Baguio and Benguet schools are no different from the other companies with challenges in the implementation of the labor law. The respondents disclosed some perceived challenges like “Budget is insufficient, [there is a] need [to] outsource.” (R15) For the private schools, employees understand that the source of fund comes from the tuition fee of the students. This means that the number of enrollees affect the benefits given to teachers. “The Diocese of Baguio schools have always given their teachers little benefits justifying that all the school’s operation depends on tuition fees alone and last priority is costing” (R64).

Table 4. Challenges in the implementation of the labor relations laws, policies, and order to the employees.

THEME	CHALLENGES
Lack of Budget	Budget is insufficient, [there is a] need [to] outsource. [The] budget of the institution is unstable. The Diocese of Baguio-Schools has always given their teachers little benefits justifying that all the school’s operation depends on tuition fees alone and last priority in costing. The school has [a] different priority [due to the pandemic]. There are more important things [to consider].
Administrators’ conflicting interests	Conflicting idea and interests among the board of trustees; some of these were not encountered in the institution, so they were ignored. [Administrators] has diverse[d] interpretations of the law. Different ideas on how to implement the law.
Issues on orientation	Absence of clear manuals for employees in the system; lack of orientation for employees. Unclear statements/policies in the teacher/personnel manual No orientation or lack of consultation [of] the employees The school is not informing the personnel [of] some policies like salary and load computation. Lack of leadership of school admin. No proper communication between admin and [the] workforce. Information dissemination is not observed.

In the article of Tulenko and Preker (2013), they claimed that tuition can be a major source of funding for either public or private schools but for private schools, tuition is often the only source of funding. This may be the reason for unstable budget allotted to the benefits of the teachers “[The] budget of the institution is unstable” (R23).

Conflicting interests of school administrators is another challenge mentioned by the respondents. A respondent identified, “conflicting idea and interests among the board of trustees” (R20). According to Rubin (1982), misconceptions regarding law are common. He further wrote, “non-lawyers, or those lawyers who act as mere technicians of the law, may have trouble perceiving the strength of the law.” Similarly, a respondent mentioned, “[Administrators] has diverse[d] interpretations of the law” (R7).

The last challenge identified by the respondents is on issues on orientation. “No orientation or lack of consultation [of] the employee” (R2 et.al.). Akdere and Schmidt (2008) mentioned on their study on Employee Perceptions of an Organization’s Learning Climate: Effects of Employee Orientation Training that the importance of training and development opportunities in the workplace cannot be overemphasized. Accordingly, many organizations offer new employee orientation training as a way to introduce new hires to a variety of organization-specific topics. New employee orientation training serves many purposes and has many meanings from both an organizational and employee perspective.

Similarly, an employee handbook is a manual for what employees expect from the company and what the company expects from them. Thus, in running a business, an employee handbook is a need. However, this is a concern for other schools. Apparently, the “absence of clear manuals for employees in the system” (R6) or unclear statements/policies in the teacher/personnel manual” (R5) is a challenge. An organization can use the employee handbook to remind them about benefits, including general information and vacation time. Mishler (2021) wrote in his blog that the employee handbook is a manual of information that employees need to function within the organization. A well-crafted handbook will support the success of an institution's goals, save administrative time and reduce the risk of legal claims and liability (Crowley and Simmons, 2019). Additionally, Crowley and Simmons (2019) suggest that the handbook be referred to regularly as a source of information and guidance for employees to promote compliance with its policies and reduce misunderstandings that may affect workplace morale or even lead to legal action. This may solve the problem on “no proper communication between admin and [the] workforce. Information dissemination is not observed” (R11).

Failure to keep up with these laws can carry significant penalties and negative publicity, especially if an employee files a complaint claiming his or her rights have been violated. The respondents enumerated several effects of the non-compliance of the labor laws to the organization which is presented in Table 5. Frequently, underpaid employees’ turnover faster. Most of the respondents mentioned of “resigning and search[ing] for other institutions with [a] better system” or “resign[ing] to look for greener pasture” (R1, et.al). Moreover, Bernhardt, et al (2009) stated that when significant numbers of workers are underpaid, tax revenues are lost. This finding shows that the utter breadth of the problem, spanning key industries in the economy, as well as its profound impact on workers, entailing significant economic hardship, demands urgent attention.

In addition, underpaid employees typically underperform, “Employees tend to work for compliance’s sake only. They become lazy” (R 32 and R 82) even worse, their potentially toxic attitudes can spread throughout an entire company. Underpaying staff may have some short-term benefits, but it will not get the company far in the big picture, thus “accreditation/quality assurance is affected” (R50).

Pay has a direct effect on employee productivity and engagement. “Organizations and teams with higher employee engagement and lower active disengagement perform at higher levels,” according to a 2018 Gallup report on [employee engagement](#). The report found that business units in the top quartile of engagement enjoy enhanced levels of customer service, increased productivity, fewer accidents, and 21% higher profitability. While pay is only one of several factors influencing employee engagement, it plays a key role in the equation. Employees who feel valued and appreciated are motivated to do their best work. One discontent employee can have a ripple effect throughout an organization. Low morale contributes to absenteeism, illness, and [mental health issues](#), among other detrimental factors. According to The Gallup Organization, there are around 22 million disengaged employees in America, which cost the economy [\\$350 billion dollars per year in lost productivity](#). The respondents identified low morale as being “disappointed, frustrated, exhausted, dissatisfied, unjustified, and distressed” (R19, R35, R42, R51, R70, R74, R85, R93).

Motivation of monetary somewhat than moral had been confirmed it force on productivity of employee in which the approach of encouraging an individual promote productivity, this has been proved using applications from various human relations concepts of motivation. Poor performance according to respondents R1, R5, R6, R113, R120, R121, and R129 leads to de motivation thus low productivity, tends to work for compliance’s sake only. So, quality assurance is affected. These results corroborate the study made by Akbar et al. (2019) indicating that organizational structure, personality, and work motivation had a direct effect on organizational commitment; organizational structure and personality had a direct effect on organizational commitment mediating by work motivation. Therefore, improving organizational structure, personality, and work motivation can improve organizational structure, personality, and work motivation can improve organizational commitment. Hence, quality assurance is naturally achieved.

Table 5. Effects of non-implementation of labor relation laws, policies, and orders

THEME	CHALLENGE
Fast turnovers	<ul style="list-style-type: none"> • The employees usually end up resigning and search for other institutions with [a] better system. • There is no security for the employees and employers. • Employees opt to resign and look for greener pasture. • Low job satisfaction leads to fast turnovers among employees.
Lack of allegiance	<ul style="list-style-type: none"> • Employees tend to go for a much better opportunity where better system is practiced. • Employees lose their interest in staying in the institution. • Problems cause misunderstanding among employees or stakeholders. Some employees may tend to create their own policies. • Employees look for other work for additional income which causes poor work output.
Low Morale	<ul style="list-style-type: none"> • Employees feel disappointed, frustrated, exhausted, dissatisfied, unjustified, distressed
Poor Performance	<ul style="list-style-type: none"> • Employees do not give their 100% dedication.

	<ul style="list-style-type: none"> • Non-implementation of these laws results to lack of motivation to employees. • Demotivated employees’ equal low productivity. • Employees tend to work for compliance’s sake only. They become lazy. • Accreditation/quality assurance is affected.
Issues on benefits	<ul style="list-style-type: none"> • Employees are unaware/ignorant of their benefits. • Employees do not acquire their privileges and benefits. • Employees do not bother themselves on the benefits. • Employees are not concerned about their benefits. • Employees’ lack of knowledge about the benefits
Loan default	<ul style="list-style-type: none"> • Employees loan for financial assistance from other agencies. • [Employees have] varied loans.
Inconsistent implementation	<ul style="list-style-type: none"> • Some of the policies are moderately or not implemented due to limited MOOE. • The policy makers are always changing the implementation and they lack knowledge on how to implement it. • When policies are not well-discussed, poor implementation by the office in-charge follows. When policies are not stipulated in the school manual and are only verbally disseminated, inconsistencies arise. • Transition of administration affects the inconsistency of policy implementation. • No concrete implementation of policies. • Opposition from stakeholders, sometimes leaders do not implement the right orders because they have their own.

Given that today's employers are populated by individuals who grew up in different times and have different expectations of employers (up to four different generations may work side by side), the potential effectiveness of a “one size fits all” benefits approach is strained. Consistent with arguments of Boudreau and Ramstad (2007), Dencker et al. (2007) argued that market segmentation of employees (and offering market segments different benefits) may strengthen the benefits “return-on-investment.” Such return-on-investment may be achieved by either varying benefit offerings by employee segments (which may present legal issues) or giving employees the choice among an array of benefits. Employers are not concerned and or bothered about their benefits. That is why employees are unaware of their benefits and they do not acquire their privileges and benefits. Most of the respondents who stated the issues on benefits mentioned are from Private schools, deeming the reality that their salaries and benefits depends on the number of enrollees and tuition fee rates. According to Viano (2022), Structural elements such as salaries, tenure, and bonuses could be more important than the malleable school processes earlier in teachers’ careers, especially when they choose to enter the teaching profession. Future work should examine how structural features and fixed school characteristics influence decisions to entertain and/or accept an offer to teach

with a sample of eligible individuals, perhaps among teacher preparation program graduates, since many of them do not enter teaching (UNC Educator Quality Dashboard, n.d.).

Galangco et al. (2010) found that faculty members were dissatisfied with a lot of things such as their salary and honorarium received for other tasks. Thus, teacher results to loan to use for personal resources and for the enhancement of their classrooms. Financial literacy generally increases with education level and the aggressiveness of the individual (Agarwal et.al. 2015), financial literacy level gets affected by gender, education, income, nature of employment and place of work (Bhushan & Medury 2013). The Philippine Labour Code also establishes measures to administer its provisions and to enforce the rights created thereby in an equitable and expeditious manner. The enforcement system will provide workers immediate access to their rights and benefits without being inconvenienced by arbitration or litigious processes. Inconsistent of implementation mentioned by the respondents such as; Some of the policies are moderately or not implemented due to limited MOOE; The policy makers are always changing the implementation and they lack knowledge on how to implement it; When policies are not well-discussed, poor implementation by the office in-charge follows, When policies are not stipulated in the school manual and are only verbally disseminated, inconsistencies arise; Transition of administration affects the inconsistency of policy implementation; No concrete implementation of policies; Opposition from stakeholders, sometimes leaders do not implement the right orders because they have their own. According to Hanberger (2001) as cited in ORCID (2021) When a policy process starts, nobody knows what line of action will eventually be implemented, policy evaluation has to continuously examine the content of different policy components. In order to understand and explain public policy, different stakeholders' perceptions of the policy problem need to be scrutinized. In addition, the implementation process refers to how a policy, line of action or inaction is implemented. The line of action is turned into an empirical question. How deeply an evaluation should be elaborated at this stage depends partly on the task.

Summary

This study evaluated the extent of the implementation of the identified provisions of laws, policies, and orders; level of implementation of laws policies and orders. It is also identified the challenges in the implementation of the labor relations laws, policies, and orders to the employees.

1. The highly implemented (HI) implemented of laws, policies, and orders are thirteenth month pay, insurance is remitted to national agencies retirement pay, professional development particularly free seminar, training, convention, webinar for employees. Moderately implemented (MoI) safety in the working environment on yearly earthquake drill safety and yearly fire drill, separation pay, maternity leave of 120 days with full pay, paternity leave of 7 days, commutation into money equivalent for unused sick/vacation leave, sexual harassment law, policy about workplace bullying, policy about defamation and libel, fringe benefits like sack of rice, free uniform, free education for children, free uniform, free education for children, free accommodation, special leave for women who underwent surgical procedures like mastectomy, disability benefit, fourteen month pay, and yearly seminar regarding proper body mechanics and lifting techniques at the workplace. Minimally Implemented (MI) are parental solo leave of 7 days, scholarship grant on professional development, usage of the ten-day leave for employees who is a victim of violence against women and women, service incentive leaves of 5 days for employee who has 1 year of service in the institution, convertible to cash if not used. There is no identified provision found to be hardly implemented (HI).

2. There is a significant difference in the insurances (Pag-ibig Fund, PhilHealth, SSS, GSIS, and others) are remitted to national agencies and commutation into money equivalent for unused sick/vacation leave between private and public institutions and a moderate significance in the implementation of policies regarding conversion of leaves to monetary equivalent when it was unused by private and public schools' employees. Importantly, there is no significant difference in other indicators between private and public institutions.
3. The challenges encountered by the institutions in the implementation of laws, policies, and orders are lack of budget, administrators' conflicting interests, and issues on orientation.
4. There are various effects of the non-implementation of the laws, policies, and orders. Some of the identified effects are the fast turnover, lack of allegiance, low morale, poor performance, issues on benefits, loan default, and inconsistent implementation.

CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the conclusions drawn and recommendation based on the findings.

Conclusions

Based on the following salient findings, the following conclusions are drawn:

1. The insurance benefits, retirement benefit, and thirteenth month pay are strictly implemented on both public and private Schools. However, policies pertaining to family care and work safety are minimally implemented.
2. There are notable differences between private and public institutions in terms of how insurances (Pag-IBIG Fund, PhilHealth, SSS, GSIS, and others) are remitted to national agencies and how unused sick/vacation leave is converted into monetary equivalents.
3. The implementation of laws, policies, and orders by institutions creates impediments on the following aspects; lack of budget, administrators conflict of interest, and orientation issues.
4. The non-implementation of laws, policies, and orders has led to several adverse effects, including high employee turnover, lack of allegiance, low morale, poor performance, issues with benefits, loan defaults, and inconsistent policy implementation.

Recommendations

This study recommends the following:

1. The institution may ensure adherence to the implementation of insurance benefits, retirement benefits, and thirteenth month pay and strengthen the policies related to family care and work safety.
2. The institution may develop and implement standardized guidelines for insurance remittance and leave conversion to monetary equivalents.
3. The institution may secure adequate funding and explore alternative sources to address budget constraints, establish oversight committees to implement clear policies on conflict of interest, and enhance orientation programs to ensure all staff understand relevant laws, policies, and their implementation roles.
4. The institution may develop strategies to improve employee retention and morale, including competitive compensation and recognition programs, ensure consistent policy implementation through regular audits and accessible documentation, provide financial literacy programs to address loan default issues, and improve benefits administration to ensure timely and accurate delivery of employee entitlements.

5. To conduct further research study regarding the implementation of laws, orders, and policies in both government and private institutions.

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