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Harmonizing management prerogative and labor rights to optimize industrial peace in unionized establishments in Camarines Sur

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Abstract:

This study explored the balance between management prerogative and labor rights in achieving industrial peace within unionized establishments in Camarines Sur. Management prerogative refers to employers' authority over employment decisions, while labor rights ensure workers' welfare and fair treatment. Striking a balance between these two is critical to fostering harmonious industrial relations, as highlighted by various labor cases and frameworks. Using a descriptive-correlational research design, the study analyzed responses from 80 participants comprising rank-and-file union members and HR personnel. Data collection methods included surveys and interviews. Statistical techniques such as Pearson correlation, thematic analysis, and weighted mean were employed to assess the implementation of labor rights and the challenges workers face in exercising these rights. Key focus areas were self-organization, collective bargaining, grievance mechanisms, and peaceful concerted actions. Results revealed significant correlations between management prerogative and labor rights implementation, particularly in financial and operational decision-making. However, challenges such as limited union representation in decision-making and moderate difficulties in collective bargaining and grievance mechanisms persist. The findings underline the importance of enhancing transparency, strengthening grievance procedures, and fostering collaborative management-union dynamics. This research contributes actionable recommendations, including forming joint committees, capacity-building programs for union leaders, and improved conflict resolution mechanisms. These interventions aim to bridge gaps between management and labor, promoting sustainable industrial peace while safeguarding the rights of all stakeholders.

Keywords:

Management Prerogative, Labor Rights, Industrial Peace, Grievance Machinery, Collective Bargaining Agreement.

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INTRODUCTION

Balancing management prerogatives with labor rights is critical in maintaining industrial peace and fostering a productive work environment. On one side, labor rights are foundational to ensuring that workers receive fair treatment and protection against exploitation. These rights encompass various aspects, including the right to decent working conditions, fair wages, and the ability to organize and advocate for their interests. According to Schwab (2020), when workers feel secure in their rights, it can lead to higher morale and increased productivity, enabling a more committed workforce. On the other hand, management prerogative refers to the employer's authority to regulate and make decisions regarding the organization and execution of work. This includes hiring and firing, setting work hours, and determining workplace policies. As noted in a study (Russel, 2022) these prerogatives are essential for maintaining operational efficiency. However, when management prerogatives overshadow labor rights, it can lead to conflicts, dissatisfaction, and even strikes, ultimately disrupting industrial peace.

The importance of this balance was highlighted in a seminar conducted by the Department of Labor and Employment. The seminar stressed the significance of freedom of association, which allows workers to form unions and engage in collective bargaining. This right is crucial not only for improving labor conditions but also for promoting broader social justice and economic development (Gatinao Sept. 18, 2024, Naga City). In summary, achieving a harmonious balance between management prerogatives and labor rights is imperative. It requires open dialogue, respect for worker rights, and an understanding that fair treatment of employees not only benefits them personally but also bolsters the overall success of the organization. This balance is a cornerstone for fostering industrial peace, which is vital for sustainable economic development (Fatoni & Widagdo, 2024)

This research focused on the dynamics of labor-management relations in unionized establishments in Camarines Sur, specifically where a Collective Bargaining Agreement (CBA) has been in place since 2019. It examines how management's authority impacts the execution of labor relations practices and highlights the challenges faced by employees in asserting their rights. Furthermore, it explored the interaction between management prerogative and the protection of labor rights, seeking to understand how a balance or compromise can be achieved between the two. This study aims to identify the complexities inherent in these relationships and the implications for both employees and management.

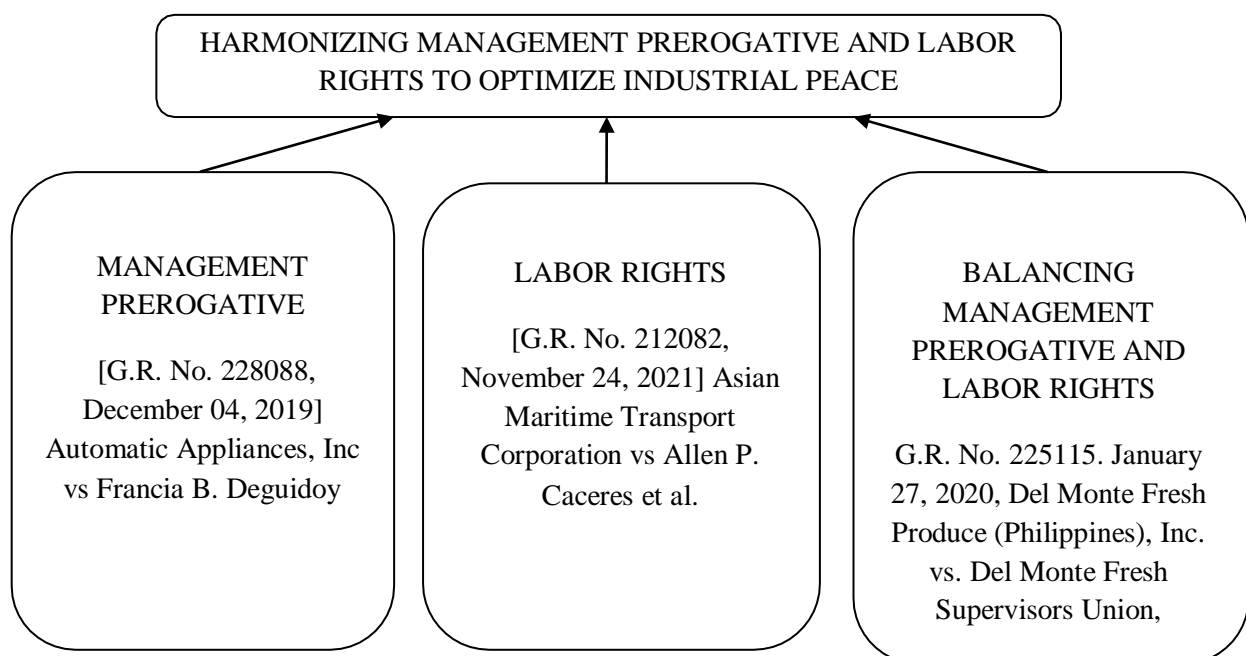
To achieve this, the researchers developed an action plan that outlines optimal conditions for fostering industrial harmony. This includes improving grievance mechanisms and procedures, which serve as vital tools for both employees and management. By enhancing these systems, we not only empower union representatives and management but also facilitate better communication and collaboration. Ultimately, this strengthened relationship increases their bargaining power, leading to more equitable outcomes and a more stable workplace environment.

RESEARCH QUESTIONS

This study aims to review the labor-management relations in selected unionized workplaces in Camarines Sur and provides an action plan to improve industrial peace. Specifically, these were the questions answered:

1. What is the extent of management prerogative in selected businesses regarding decisions in labor relations pertaining to manpower, finances, and operations?
2. What is the level of implementation of labor relations practices as to the right to self-organization, collective bargaining negotiation and implementation, grievance machinery, and right to peaceful and concerted actions including strikes in accordance with the law?
3. What are the challenges that workers encounter when asserting their labor rights in the aspect of self- organization, collective bargaining negotiation and implementation, grievance machinery, and right to peaceful and concerted actions including strikes in accordance with the law?
4. What is the correlation between the extent of management prerogative and the implementation of labor rights?
5. What is the relationship between the challenges in exercising labor rights correlate with the current implementation of these rights?
6. What action plan balances management prerogative with protecting labor rights?

Figure 1. Theoretical Paradigm



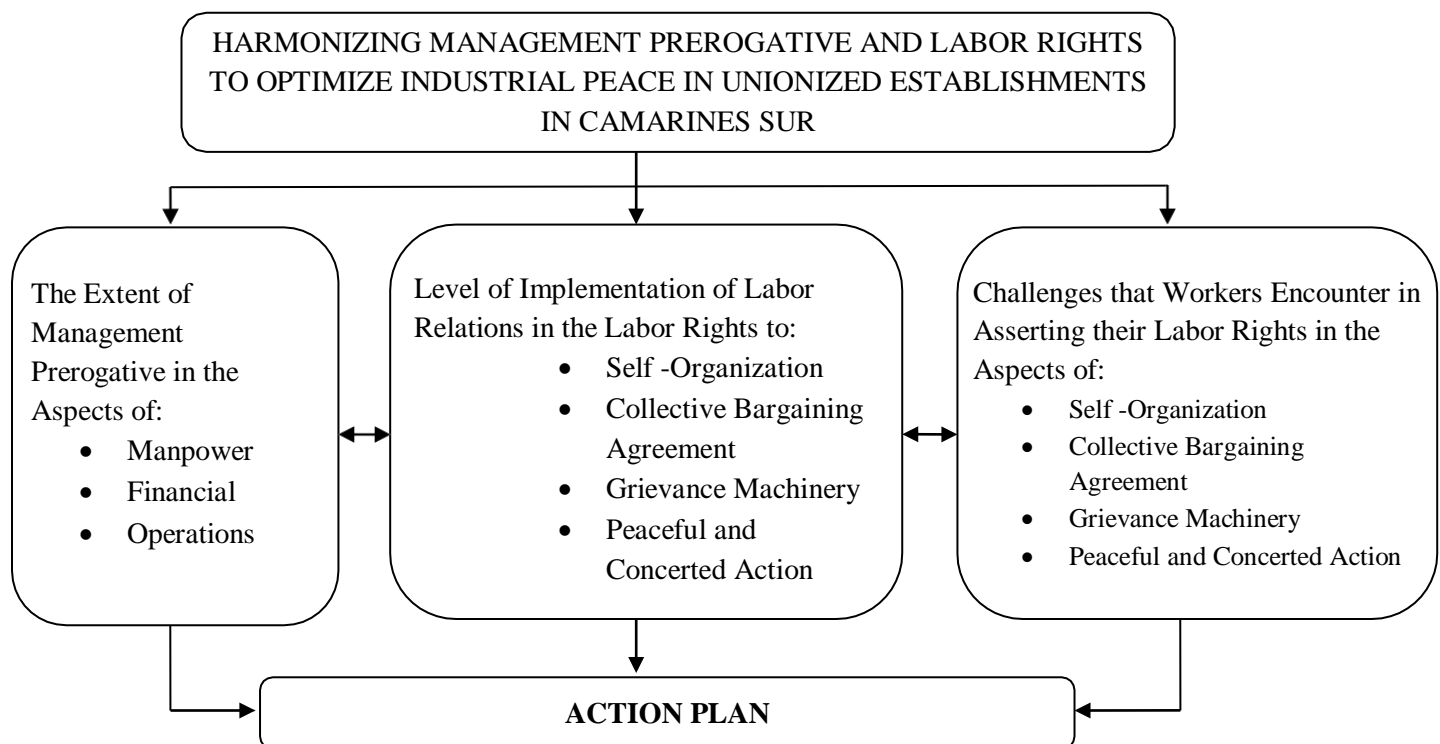
The figure above shows the doctrinal context of the management prerogative that an employer has the right to manage employment aspects, including hiring, work

assignments, transfers, and discipline. In the decision by the Philippine Supreme Court, the employee's transfer was valid and did not constitute constructive dismissal or a pay reduction. The employer acted in good faith, clearly communicating the reasons for the transfer, which aimed to improve business operations rather than terminate employment (G.R. No. 228088, December 04, 2019).

Labor rights should never be undermined when exercising management prerogatives. Such actions must always be carried out in good faith to promote the employer's interests without infringing upon the rights of employees as outlined in special laws or valid agreements. For instance, the Supreme Court of the Philippines ruled in favor of the employees when they opposed their job transfers, citing separation from their families and increased living costs without any relocation support. The Supreme Court deemed the transfers arbitrary and discriminatory, expressing concerns about constructive dismissal if the employer's actions rendered the work environment intolerable (G.R. No. 212082, November 24, 2021).

The judicial balance between management prerogative and employee protection was likewise highlighted in the case involving 18 supervisors highlighted the balance between management prerogative and employee protection. The supervisors sought salary adjustments for underpayment during regularization, citing a local policy requiring minimum salary rates. However, the employer rejected the claims based on its global policy. The court affirmed the petition for review and upheld statutory rules favoring employee rights, emphasizing that company policies are binding parts of employment contracts and must serve the public interest to balance management and labor interests (G.R. No. 225115. January 27, 2020).

Figure 2. Conceptual Paradigm



Attaining a harmonious employee-employer relationship entails compliance by the management to the labor standards as its mandated prerogative is reflected as the independent variable in the illustration. The Challenges those workers encounter when asserting Labor Rights are posed as the dependent variable thus, primarily relying on the bargaining power of the union officers with the management following the proposed intervention program shown as the intervening variable.

LITERATURE REVIEW

Management Prerogative Under the Labor Code of the Philippines includes hiring, firing, promotion or demotion, laying off, laying down policies, discipline, working hours, and working structure (Azucena, 2021). For instance, laying down policies made a definitive ruling by the Supreme Court in the Manila Electric Co. v. Argentera, (G.R. Nos. 224729 & 225049 February 2021), that a bonus only becomes due and demandable when it is made an integral part of the wage as compensation of an employee. However, if it is paid only if profits are realized or if a certain level of productivity is achieved, it cannot be considered part of the wage (Alonzo, Daily Tribune, December 2022). Similarly from a global perspective, Management prerogative is coined as Employer Discretion with Four Dimensions, such as; (1) Increased individual employer influence on wage determination (Muller, et al. 2019); (2) The ability to organize work time flexibly to accommodate peaks and lulls in demand and to deploy labor across functional specializations or job categories (Wood, 2020); (3) The degree to which the employment relation approximates the model of employment at will, (Bhargava, Young, 2021); (4) The changes in governance and strategic decision-making within an industry or firm, (Boumans, 2024).

Implementing labor rights, standards, and relations in the Philippines has shown progress and ongoing challenges. The Labor Code of the Philippines provides a comprehensive legal framework designed to protect workers' rights and regulate employment practices (Chua, 2024). However, studies indicate that enforcement remains inconsistent, such as non-compliance with minimum wage laws and inadequate protection against unfair labor practices (Red, Teng-Calleja, 2021). The International Labour Organization (ILO) has noted that while there are mechanisms in place for dispute resolution and labor inspections, the effectiveness of these measures varies across different regions and sectors (ILO, 2023). In summary, while the legal framework is robust, the actual implementation of labor rights and standards requires continuous improvement to ensure fair and just working conditions for all workers in the Philippines.

The individualization of labor law appears as the result of the evolution of the rules of labor law, which contributes to promoting the figure of each employee as an independent and unique human being. (Dimitriu, Raluca 2019). One of the primary challenges is the lack of union power and the reluctance to openly discuss work-related issues in some Asian cultures (Idris et al., 2023). Interestingly, while legal frameworks exist to safeguard workers' rights, including those of migrant workers (Romero-Jaramillo et al., 2023), workplace retaliation remains a significant obstacle for employees reporting illegal or discriminatory acts (Roberts

& Mujtaba, 2024). This is particularly evident in the case of low-wage workers, who continue to face high levels of exploitation despite existing regulatory frameworks (Lesniewski & Gleeson, 2022).

The relationship between management prerogative and labor rights implementation is complex and contentious, as it affects the extent to which labor rights are enforced and protected in the workplace. Research indicates that management prerogative can sometimes conflict with workers' rights and participation in decision-making processes. This tension is particularly evident in the context of employee privacy rights, where employers' need for work-related information may clash with employees' right to privacy (Ásványi, 2022). Interestingly, some studies suggest that the implementation of industrial democracy elements, which involve worker participation in management decisions, can positively affect labor protection practices (Ahmetjan, 2021). This finding contradicts the fears expressed by some business leaders and indicates that increased worker involvement may actually enhance organizational effectiveness.

While management prerogative is often seen as a barrier to the full implementation of labor rights, research suggests that a balanced approach involving worker participation can lead to positive outcomes. The challenge lies in finding an equilibrium between managerial authority and workers' rights, as rapid technological innovations and changing work environments continue to shape this dynamic relationship (Ásványi, 2022; Tomassetti, 2023). Labor laws have made it easier to protect workers and have helped more people join unions, giving workers more power. However, many companies still have too much control. While there have been improvements in enforcing labor laws and making rules clearer, there is no way for the government to directly deal with situations where one or a few employers control wages and working conditions too much (Hafiz, 2022). Research indicates that while there have been improvements in recognizing basic rights, significant challenges persist in implementing and enforcing labor rights. These challenges include a lack of resources, low institutional capacity, and corruption practices (Rahman et al., 2024). The current implementation of labor rights faces numerous obstacles, including enforcement challenges, economic pressures, and the need for more comprehensive reforms. To improve the situation, recommendations include strengthening enforcement mechanisms, enhancing awareness, capacity-building, and fostering stakeholder collaboration (Bhattarai et al., 2024). Research has shown that the challenges workers face in exercising their labor rights are closely linked to how well these rights are implemented. Studies highlight that while many countries have laws to protect labor rights, such as the right to organize and bargain collectively, but these laws are often not enforced effectively (Dahan et. al., 2023). Factors like weak legal frameworks, and lack of government commitment and economic pressures contribute to this gap (Bueno, 2021). For instance, in global supply chains, workers often face poor working conditions despite existing regulations (Dahan et. al, 2023). This inconsistency suggests that without strong enforcement and support systems, labor rights remain difficult to exercise fully (Chaudhary

2022). The relationship between challenges in exercising labor rights and their implementation underscores the need for better enforcement and support mechanisms.

Clearly, the Philippine laws have laid down policies and dispute mechanisms that may have taunted labor unrest from a general perspective. However, realities within establishments proved otherwise. This can be attributed to the deliberate overexercise of management prerogative (Elbo, 2022) and the lowering density of organized sectors (Lemieux, Fortin, and Lloyd 2022) declining bargaining power of the labor sector, be it unionized or not. In this vein, the researchers resolve to narrow down the gap by incorporating the relating to manpower, financial, and internal operations. The study further addresses the democratic participation of the workers taking into consideration the distinct nature of industry to which an establishment belongs. These include the following: Ensuring that labor-management relations enhancement is an integral component of capacity building within the Human Resource Department's training manual; including union representatives in the management committee to foster transparency to align with current company plans for productivity improvement; conducting regular assessments to evaluate the effectiveness of the intervention program; make necessary adjustments based on feedback and assessment results, and to provide reports to the National Conciliation and Mediation Board regarding the updates and accomplishments of the labor-management relations program.

METHODS

Research Methods

This study employed a descriptive-correlational research design to investigate the relationship between the Level of Implementation of Labor Rights and Challenges that workers encounter when asserting their labor rights. The researchers used a self-constructed survey to collect data from eighty (80) respondents. The researchers used purposive-convenience sampling to select the rank-and-file union members and human resource personnel participants. To analyze the data, the researchers employed a variety of techniques, including weighted mean and rank, Pearson r , correlation, and thematic analysis. The weighted mean and rank were used to summarize the survey responses, while Pearson's correlation was used to examine the strength and direction of the relationship between the variables. Additionally, the researchers also conducted a thematic analysis of the qualitative data gathered from the interviews and focus group discussions.

Sampling Procedure

This study employed a non-probability sampling approach, specifically convenience purposive sampling, to select participants. A total of Eighty respondents were chosen: Forty Human Resource Personnel from Management and Forty rank-and-file Union Officers. This sampling method was selected due to its efficiency and the specific expertise required from the participants. Prior to data collection, each potential respondent

was provided with a letter of permission, outlining the study's purpose and emphasizing the voluntary nature of participation. Respondents were informed of their right to decline or withdraw at any time, as answering the questionnaires was optional. To ensure ethical compliance, the researchers guaranteed that all collected data would be treated with the utmost confidentiality and used solely for the study.

RESULTS AND DISCUSSION:

Profile of Respondents Table 1.1 Profile of Human Resource Management Officers and Union Officers

ge	f	%	r
25 and below	3	3.75	5
26 - 35	32	40	1
36 - 45	21	26.25	2
46 - 55	16	20	3
56 and above	6	7.5	4
Prefer not to say	2	2.5	6
Total	80	100	

Gender	f	%	r
Male	29	36.3	2
Female	43	53.8	3
Prefer not to say	8	10	1
Total	80	100	

Educational Attainment	f	%	r
Master's Degree	10	12.5	2
Bachelor's Degree	60	7.5	1
Vocational/Technical	5	6.3	3
High School	2	2.5	5
Prefer not to say	3	3.8	4
Total	80	100	

Years of Employment	f	%	r
21 years and above	11	13.8	5
11 – 20 years	15	18.8	1
6 - 10	33	41.3	2
5 years and below	21	26.3	3
Total	80	100	

The profile of Human Resource Management and Union Officers reveals a diverse composition in terms of gender and age. Female officers constitute the majority at 53.8%, while males represent 36.3% of the workforce. A notable 10% of officers preferred not to disclose their gender. Age-wise, the largest group falls within the 26-35 years old bracket, accounting for 40% of the officers. This is followed by the 36-45 years old category at 26.25% and the 46-55 years old group at 20%. The youngest demographic, 25 years and

below, makes up 3.75% of the officers, while those 56 years and above represent 7.5%. This distribution indicates a workforce predominantly composed of early to mid-career professionals, with a significant presence of experienced individuals in senior age brackets.

Accordingly, the data revealed a diverse range of educational backgrounds and employment tenures. In terms of educational attainment, the majority (75%) hold bachelor's degrees, indicating a strong foundation in higher education. A notable 12.5% have pursued advanced studies, holding master's degrees. The remaining officers have vocational/technical training (6.3%) or high school education (2.5%).

Regarding employment duration, the largest group (41.3%) has been employed for 6-10 years, suggesting a significant portion of mid-career professionals. Those with 5 years or less experience make up 26.3%, indicating a healthy influx of newer talent. More seasoned professionals with 11-20 years of experience constitute 18.8%, while long-term employees with over 21 years of service represent 13.8% of the workforce. This distribution reflects a balanced mix of fresh perspectives and extensive experience within the organization.

Manpower Management Decisions

Table 2.1 Level of Management prerogative related to Manpower decisions

Parameters	Mean	Rank	Interpretation
Disciplinary actions follow established guidelines	3.53	1	Highly Practiced
Recruitment processes are transparent and fair	3.45	2	Highly Practiced
Performance evaluation criteria are clearly communicated	3.43	3	Highly Practiced
Training and development opportunities are equitably distributed	3.38	4	Highly Practiced
Promotion processes are merit-based	3.15	5	Moderately Practiced
Overall Mean	3.39		Highly Practiced

Note: 3.25 - 4.00 - Highly Practiced 2.50 - 3.24 - Moderately Practiced 1.75 - 2.49 Somewhat Practiced 1.00 - 1.74 - Not Practiced

The data reveals that "Disciplinary actions follow established guidelines" ranks highest with a mean of 3.53, classified as "Highly Practiced". In contrast, "Promotion processes are merit-based" has the lowest mean of 3.15, classified as "Moderately Practiced". The overall mean of the study is 3.39, falling into the "Highly Practiced" category. This suggests that across various parameters of manpower management, the organization demonstrates a strong commitment to fair and transparent management practices.

The statistical findings indicate a robust management approach with most parameters scoring above 3.0, which signifies consistent implementation of equitable human resource practices. The high scores across recruitment processes, performance evaluation, training opportunities, and disciplinary actions suggest a systematic and structured approach to human capital management. This implies that the organization prioritizes fairness, transparency, and procedural consistency in its human resource strategies, which are critical for maintaining employee satisfaction, organizational trust,

and overall workplace effectiveness. Results further indicate that employees generally adhere to established procedures and are aware of the consequences of their actions, hence, the management effectively fosters a culture of compliance (Legal Practitioners Perspective, 2023). On the other hand, promotion processes labeled as “moderately implemented” can be attributed to the employee competencies that should align with organizational demands in a rapidly evolving work environment. These emphasize qualifications, skills, and behavioral dimensions, ensuring that promotions are awarded based on objective criteria laid down by the management, further noting that it is crucial to address underlying biases and ensure equitable access to opportunities for all employees (Amalia, et al., 2024).

Financial Decision-Making

Table 2.2 Level of Management prerogative related to financial decisions

Parameters	Mean	Rank	Interpretation
Bonus and incentive schemes are fairly implemented	3.33	1	Highly Practiced
Compensation structures are transparent	3.30	2	Highly Practiced
Budget allocations consider employee welfare	3.20	3	Moderately Practiced
Salary increments are based on clear criteria	3.18	4	Moderately Practiced
Financial information relevant to workers is shared	3.10	5	Moderately Practiced
Overall Mean	3.22		Moderately Practiced

Note: 3.25 - 4.00 - Highly Practiced 2.50 - 3.24 - Moderately Practiced 1.75 - 2.49 Somewhat Practiced 1.00 - 1.74 - Not Practiced

Based on the HR Financial Decision-Making data, "Bonus and incentive schemes are fairly implemented" ranks highest with a mean of 3.33, classified as "Highly Practiced". In contrast, "Financial information relevant to workers is shared" has the lowest mean of 3.10, categorized as "Moderately Practiced". The overall mean of the study is 3.22, which falls into the "Moderately Practiced" category. This suggests that while the organization demonstrates some strengths in financial decision-making, there is still room for improvement in certain areas of financial transparency and communication.

The statistical analysis indicates a balanced but suboptimal financial management approach within the organization. There are gaps in financial information sharing and salary increment criteria, which highlights the need for improved transparency and communication. Overall, the moderate rating suggests a need for strategic enhancements to elevate financial decision-making from acceptable to exemplary.

As shown in the findings of the “highly practiced” bonus and incentive schemes for employees have significant implications for the effectiveness of organizational performance (Zivin, Lyons, 2021). For instance, Transparency in compensation structures among electric cooperatives, which make up most of the respondent establishments in this study, is mandated by the National Electrification Administration (NEA). NEA Memo 2018-002 requires implementation in four phases, ensuring financially capable cooperatives maintain sustainable salary practices. The "moderately practiced" review of workers' financial information relevant to workers can be attributed to the delayed implementation of benefits;

however, the limited questionnaires hinder satisfactory answers. In light of these challenges, balancing transparency with strategic communication remains crucial for organizations navigating this evolving landscape (Avdul et al., 2023).

Operational Decision-Making

Table 2.3 Level of Management prerogative related to Operations decisions

Parameters	Mean	Rank	Interpretation
Workplace safety protocols are consistently implemented	3.50	1	Highly Practiced
Technology and process improvements are collaborative	3.25	2	Highly Practiced
Work scheduling demonstrates flexibility	3.23	3	Moderately Practiced
Operational changes are communicated in advance	3.15	4	Moderately Practiced
Workers' inputs are considered in the operational decisions	3.13	5	Moderately Practiced
Overall Mean	3.25		Moderately Practiced

Note: 3.25 - 4.00 - Highly Practiced 2.50 - 3.24 - Moderately Practiced 1.75 - 2.49 Somewhat Practiced 1.00 - 1.74 - Not Practiced

In the Operational Decision-Making analysis, "Workplace safety protocols are consistently implemented" emerges as the highest-ranked parameter with a mean of 3.50, classified as "Highly Practiced". Conversely, "Workers' inputs are considered in operational decisions" has the lowest mean of 3.13, categorized as "Moderately Practiced". The overall mean of the study is 3.25, which falls into the "Highly Practiced" category. This indicates that the organization demonstrates a strong commitment to operational management particularly in areas of safety and technological improvements.

The data suggests a subtle approach to operational decision-making. While the organization excels in critical areas like workplace safety and technological collaborations, there are noticeable gaps in worker engagement and communication of operational changes. The high overall score implies a structured operational management approach, but the moderate scores in worker input and change communication suggest potential areas for improvement. The organization appears to prioritize safety and technological advancement over comprehensive employee involvement in operational decision-making processes.

Respondents from the power, health care, and food beverage industry in this study's "highly practiced" assessment of safety protocols reflect positive operational management maintaining safety standards. Furthermore, this emphasis on safety must not just be about compliance (McKinnon, 2019) but about a developing organizational safety culture (Dardas and Al-Husami, 2024). The overall parameters reveal significant gaps in how information is conveyed and received by employees. Oeireno et al., (2024) emphasize that effective leadership requires adaptability, vision, and ethical decision-making. These qualities are essential for guiding employees in their readiness for change, particularly through the use of a "highly implemented" classification of technology within these parameters.

Summary of Management Prerogative

Table 2.4 Summary of Level of Management Prerogative in Unionized Businesses in Camarines Sur

Parameters	Mean	Rank	Interpretation
Manpower	3.39	1	Highly Practiced
Operational	3.25	2	Highly Practiced
Financial	3.22	3	Moderately Practiced
Overall Mean	3.29		Highly Practiced

Note: 3.25 - 4.00 - Highly Practiced 2.50 - 3.24 - Moderately Practiced 1.75 - 2.49 Somewhat Practiced 1.00 - 1.74 - Not Practiced

In the summary of Management Prerogative across unionized businesses in Camarines Sur, "Manpower" management ranks highest with a mean of 3.39, classified as "Highly Practiced". "Financial" decision-making has the lowest mean of 3.22, categorized as "Moderately Practiced". The overall mean of the study is 3.29, which falls into the "Highly Practiced" category. This suggests that unionized businesses in the region demonstrate a strong and consistent approach to management across different operational domains, with particular strength in manpower and operational management.

The analysis shows that the management framework effectively handles various aspects of the organization. Although there are differences in scores related to manpower, finances, and operations, the overall high rating suggests strong management practices. The findings indicate that these unionized businesses focus on transparency, fairness, and structured decision-making. While financial management has slightly lower scores, the consistently high ratings in manpower and operations reflect a well-rounded approach to governance that goes beyond traditional management methods.

The study findings among human resource practitioners indicate that unionized establishments in Camarines Sur are adopting management strategies that emphasize transparency in decision-making, particularly by sharing information on salaries and benefits to address fairness concerns and enhance employee connection to the organization (Nai et al., 2020). This approach is exemplified by local electric cooperatives (ECs) that follow the Key Performance Indicator (KPI) framework set by the National Electrification Authority (NEA), focusing on financial, technical, and institutional performance (Glova, Dec. 2021). NEA's supervisory role and periodic evaluations help establish clear performance benchmarks, underscoring the importance of transparency in fostering accountability and engagement among employees (Escresa, Glova, Dec. 2024).

Right to Self-Organization

Table 3.1 Level of Implementation of Labor Relations Related to Right to Self-Organization

Parameters	Mean	Rank	Interpretation
Freedom to join labor unions is respected	3.53	1	Highly Practiced
Union activities are encouraged in the workplace	3.25	2	Highly Practiced
Union representation in decision-making is facilitated	3.18	3.5	Moderately Practiced
Capacity building in union administration is implemented	3.18	3.5	Moderately Practiced
Autonomy in labor union reportorial requirements	3.18	3.5	Moderately Practiced
Overall Mean	3.26		Highly Practiced

Note: 3.25 - 4.00 - Highly Practiced 2.50 - 3.24 - Moderately Practiced 1.75 - 2.49 Somewhat Practiced 1.00 - 1.74 - Not Practiced

In the analysis of the Right to Self-Organization, "Freedom to join labor unions is respected" stands out as the highest-ranked parameter with a mean of 3.53, classified as "Highly Practiced". Three parameters tie for the lowest score at 3.18: "Union representation in decision making," "Capacity building in Union administration," and "Autonomy in labor reportorial requirements," which are categorized as "Moderately Practiced". The overall mean of the study is 3.26, falling into the "Highly Practiced" category. This indicates a strong commitment to supporting workers' rights to organize and participate in union activities.

The data reveals a nuanced approach to labor relations that demonstrates significant progress in supporting workers' organizational rights. While the highest score in union freedom suggests an open and supportive environment, the moderate scores in representation, capacity building, and administrative autonomy indicate areas for potential improvement. The overall high rating implies that the organization recognizes the importance of self-organization but may need to deepen its approach to fully integrate union participation across all aspects of workplace governance. This balanced approach suggests a mature understanding of labor relations that goes beyond mere compliance to fostering meaningful worker engagement.

The researchers' study on selected unions in Camarines Sur has shown positive developments in self-organization. While there has been notable improvement in overall parameters, the study also identifies challenges in self-organization, particularly stemming from unclear roles, structures, and responsibilities. These issues impede the necessary guidance and support for learning, sustainable professional development, and the effective organization of work tasks (Collin et al., 2021).

Collective Bargaining

Table 3.2 Level of Implementation of Labor Relations Related to Right to Collective Bargaining

Parameters	Mean	Rank	Interpretation
Collective Bargaining Agreements (CBA) are enforced	3.28	1	Highly Practiced
Both parties negotiate in good faith	3.25	2	Highly Practiced
Proper dissemination of CBA provisions	3.20	3	Moderately Practiced
Negotiation schedules are scheduled promptly	3.13	4.5	Moderately Practiced

Renegotiation processes and timelines are observed	3.13	4.5	Moderately Practiced
Overall Mean	3.20		Moderately Practiced

Note: 3.25 - 4.00 - Highly Practiced 2.50 - 3.24 - Moderately Practiced 1.75 - 2.49 Somewhat Practiced 1.00 - 1.74 - Not Practiced

In the Collective Bargaining analysis, "CBA (Collective Bargaining Agreement) provisions are enforced" emerges as the highest-ranked parameter with a mean of 3.28, classified as "Highly Practiced". Two parameters tie for the lowest score at 3.13: "Negotiation sessions are scheduled promptly" and "Renegotiation processes and timeline are observed," which are categorized as "Moderately Practiced". The overall mean of the study is 3.20, falling into the "Moderately Practiced" category. This suggests a balanced approach to collective bargaining, with strong enforcement of agreements but some room for improvement in procedural aspects.

The analysis reveals that the organization effectively enforces collective bargaining agreements and engages in good-faith negotiations. However, challenges in scheduling negotiations and adhering to renegotiation timelines indicate a need for improvement. By refining these processes, the organization can enhance the efficiency of its labor relations.

The findings on the implementation of the Collective Bargaining Agreement (CBA) have generally produced positive outcomes. However, the negotiation process can either promote cooperation or lead to conflicts between management and union representatives. The interpretation of government laws and policies plays a significant role in how CBA provisions are implemented. Additionally, both internal and external factors, such as guidance from overseeing agencies and the objectives of bargaining agents, ultimately influence the final version and enforcement of the CBA (Montemayor, 2021).

Grievance Machinery

Table 3.3 Level of Implementation of Labor Relations Related to Right to Grievance Machinery

Parameters	Mean	Rank	Interpretation
Resolution timelines are established	3.28	1	Highly Practiced
Grievance procedures are easily accessible	3.23	2.5	Moderately Practiced
Grievance machinery procedures are observed	3.23	2.5	Moderately Practiced
Outcomes are communicated transparently	3.23	2.5	Moderately Practiced
Appeal mechanisms exist for unsatisfactory resolutions	3.13	3	Moderately Practiced
Overall Mean	3.22		Moderately Practiced

Note: 3.25 - 4.00 - Highly Practiced 2.50 - 3.24 - Moderately Practiced 1.75 - 2.49 Somewhat Practiced 1.00 - 1.74 - Not Practiced

In the Grievance Machinery analysis, "Resolution timelines are established" stands out as the highest- ranked parameter with a mean of 3.28, classified as "Highly Practiced". The lowest-scoring parameter is "Appeal mechanisms exist for unsatisfactory resolutions" with a mean of 3.13, categorized as "Moderately Practiced". The overall mean of the study is 3.22, falling into the "Moderately Practiced" category. This suggests a structured

approach to handling workplace grievances, with particular strength in establishing clear resolution timelines.

The data reveals a nuanced approach to grievance management that demonstrates organizational commitment and potential areas for improvement. While the organization excels in setting clear resolution timelines, other aspects of the grievance machinery show moderate performance. The findings indicate a systematic process for addressing workplace concerns, with accessible procedures and transparent communication. However, the moderate scores suggest there's room for enhancement, particularly in developing more robust appeal mechanisms and ensuring comprehensive grievance resolution. This balanced approach reflects a mature but evolving approach to workplace conflict resolution.

The moderate scores suggest there is room for enhancement since the result of the data gathering implied how disputes are resolved can significantly impact how well an organization performs. To foster harmony and enhance performance, organizations need systems that regularly address these grievances, leading to strategies that benefit both parties (Nyitse & Zamani, July 2024). Conversely, unresolved grievances can harm performance, resulting in economic losses and low employee morale (Ukokhe & Florah, 2022). Effective grievance-handling practices correlate with positive industrial relations, as they build trust through fair treatment, improve communication through employee feedback channels, promote cooperation by resolving issues early, and enhance morale by valuing employee concerns (Dasnur & Dhawale, July 2024).

Right to Peaceful Concerted Actions

Table 3.4 Level of Implementation of Labor Relations Related to Peaceful Concerted Actions

Parameters	Mean	Rank	Interpretation
Mediation processes are fair	3.15	1	Moderately Practiced
Post-strike reintegration is managed professionally	2.95	2	Moderately Practiced
Legal strike procedures are understood	2.90	3	Moderately Practiced
Strikable issues are understood and disseminated	2.83	4	Moderately Practiced
The right to strike is acknowledged	2.58	5	Moderately Practiced
Overall Mean	2.88		Moderately Practiced

Note: 3.25 - 4.00 - Highly Practiced 2.50 - 3.24 - Moderately Practiced 1.75 - 2.49 Somewhat Practiced 1.00 - 1.74 - Not Practiced

In the analysis of Right to Peaceful Concerted Actions, "Mediation processes are fair" emerges as the highest-ranked parameter with a mean of 3.15, classified as "Moderately Practiced". The lowest-scoring parameter is "The right to strike is acknowledged" with a mean of 2.58, also categorized as "Moderately Practiced". The overall mean of the study is 2.88, falling into the "Moderately Practiced" category. This suggests a cautious and measured approach to handling peaceful concerted actions in the workplace, with notable challenges in recognizing and managing strike-related issues.

The data shows that labor relations need improvement, particularly in managing peaceful collective actions. The moderate scores suggest that the approach is neither fully supportive nor entirely restrictive of workers' rights. There is a notable lack of acknowledgment of the right to strike and understanding of related issues, indicating tension between management and labor. While mediation efforts are strong, overall policies on collective rights and peaceful actions need to be more comprehensive and transparent. The reviewed studies suggest a moderate approach to labor relations, balancing support and restrictions, with potential tensions arising from misunderstandings of concerted actions or work stoppages. Non-litigation practices serve as an effective remedy for such issues (Oktafien et al., 2023). For instance, Alternative Dispute Resolution (ADR) processes like mediation, conciliation, and arbitration are effective in discouraging strikes in the Philippines, which can be both an opportunity and a challenge for the growth of mediation (Osogwa & Nosike, June 2024). Moreover, the right to strike is a fundamental right enclosed by an international instrument, according to the International Labour Organization

Summary of Implementation of Labor Relation

Table 3.5 Summary of Level of Implementation of labor relations in Unionized businesses in Camarines Sur

Parameters	Mean	Rank	Interpretation
Right to Self-organization	3.26	1	Highly Practiced
Grievance Machinery	3.22	2	Moderately Practiced
Collective Bargaining	3.20	3	Moderately Practiced
Right to Peaceful and Concerted Actions	2.88	4	Moderately Practiced
Overall Mean	3.14		Moderately Practiced

Note: 3.25 - 4.00 - Highly Practiced 2.50 - 3.24 - Moderately Practiced 1.75 - 2.49 Somewhat Practiced 1.00 - 1.74 - Not Practiced

In the summary of Labor Relations implementation across unionized businesses in Camarines Sur, "Right to Self-Organization" ranks highest with a mean of 3.26, classified as "Highly Practiced". "Right to Peaceful Concerted Actions" has the lowest mean of 2.88, categorized as "Moderately Practiced". The overall mean of the study is 3.14, which falls into the "Moderately Practiced" category. This suggests that while these businesses demonstrate a generally positive approach to labor relations, there are notable variations in how different aspects of labor rights are implemented.

The analysis shows a complex landscape of labor relations, highlighting a strong commitment to self-organization and union participation, but moderate scores in other areas indicate ongoing challenges. The lower score in peaceful concerted actions suggests that while significant progress has been made, further improvements are needed to fully empower workers' rights to collective action.

The right to self-organization is classified as "highly practiced" because most of the respondent unions have been in existence since the early 80s and have proven their stability within their respective establishments. Next is the grievance machinery a

mandatory provision under the non-economic clause of Collective Bargaining Agreements (CBAs), it aims to promote union involvement in dispute resolution related to CBA provisions, company policy, and long-standing practices (PSA, 2021). Effective dispute resolution is vital, and when negotiations are proven unsatisfactory to any party then appeal mechanisms based on the hierarchy of company and union leadership are employed as defined in the CBA. In case of deadlock and full exhaustion of remedies at the mediation level, as economic pressure, the workers may conduct a strike, the Philippine Constitution guarantees workers' rights to collective actions, (Asuncion, 2024) after diligent compliance with the legal requirements. Therefore, compliance with labor laws, CBAs, and workplace practices mitigates risks. For organizations, safeguarding against financial losses and erosion of employee trust. This compliance is essential for sustainable development, forming the backbone of organizational control and management systems, including internal economic controls (Kiselyova, 2020). Additionally, strong employee-organization relationships during crises positively influence internal reputation and enhance employees' willingness to take on new responsibilities, even at personal cost (Kim et al., 2019; Mazzei et al., 2019).

Challenges in Self-Organization

Table 4.1 Level of challenges related to Self-Organization

Parameters	Mean	Rank	Interpretation
Union representation in decision-making	3.18	1	Moderately Challenging
Capacity building in union administration	3.03	2	Moderately Challenging
Compliance with the labor union reportorial requirements	2.95	3	Moderately Challenging
Participation in union activities	2.93	4	Moderately Challenging
Freedom in joining unions	2.55	5	Moderately Challenging
Overall Mean	2.93		Moderately Challenging

Note: 3.25 - 4.00 - Highly Challenging 2.50 - 3.24 - Moderately Challenging 1.75 - 2.49 Somewhat Challenging 1.00 - 1.74 - Not Challenging

In the analysis of Challenges in Self-Organization, "Union representation in decision making" emerges as the most challenging parameter with a mean of 3.18, classified as "Moderately Challenging". Conversely, "Freedom in joining Labor Unions" has the lowest mean of 2.55, also categorized as "Moderately Challenging". The overall mean of the study is 2.93, falling into the "Moderately Challenging" category. This suggests that while significant obstacles exist in union self-organization, these challenges are not insurmountable and represent areas for potential improvement rather than fundamental barriers.

Based on the results, "union representation in decision-making" is the most significant challenge in self-organization, while "freedom in joining labor unions" is viewed as less challenging. Overall, the findings suggest that despite notable obstacles in union self-

organization, they are manageable, indicating potential for positive change and improvement in union activities.

The study highlights the significant challenge of “union representation in decision-making,” a reality rooted in the conflicting economic interests of both employers and employees. This inherent tension often leads to disharmony in the workplace (Ogundele & Majekodunmi, 2024). Union representatives strive to achieve decent work that encompasses dignity, fair compensation, safe working conditions, and social protection (Blustein et al., 2022). There are notable differences among labor unions in how effectively they represent employee interests, with some being strong advocates while others tend to play a more limited role (Bukar, Ibrahim, Muhammed, 2022). To address these challenges, it is essential to expand knowledge by gathering effective practices that can enhance freedom of association and make collective bargaining more inclusive (ILO, October 2023).

Challenges in Collective Bargaining

Table 4.2 Level of Challenges Related to Collective Bargaining

Parameters	Mean	Rank	Interpretation
Awareness of CBA provisions	3.18	1	Moderately Challenging
Adherence to renegotiation processes	3.10	2	Moderately Challenging
CBA provisions are enforced	3.05	3	Moderately Challenging
Honesty and sincerity during negotiations of both parties	2.88	4	Moderately Challenging
Strict adherence to negotiation schedules	2.85	5	Moderately Challenging
Overall Mean	3.01		Moderately Challenging

Note: 3.25 - 4.00 - Highly Challenging 2.50 - 3.24 - Moderately Challenging 1.75 - 2.49 Somewhat Challenging 1.00 - 1.74 - Not Challenging

The data reveals interesting insights into the challenges of collective bargaining. The parameter with the highest mean is "Awareness of CBA provisions" at 3.18, which falls under the "Moderately Challenging" category. Conversely, the lowest mean is "Strict adherence to negotiation schedules" at 2.85, also categorized as "Moderately Challenging". The overall mean of the challenges is 3.01, which is interpreted as "Moderately Challenging". This suggests that while the collective bargaining process faces some difficulties, these challenges are not extreme but require consistent attention and improvement.

Inferentially, the data indicates a consistent level of moderate challenge across different aspects of collective bargaining. The similar mean scores across parameters suggest that the challenges are systemic rather than isolated to a single area. The proximity of mean scores (ranging from 2.85 to 3.18) implies that organizations or unions experience a relatively uniform level of difficulty in implementing and managing collective bargaining agreements. This uniformity could indicate a need for comprehensive strategies to address the underlying issues that contribute to these moderate challenges.

The findings indicate moderate challenges in the Collective Bargaining Agreements, suggesting the need for causal strategies related to the study's parameters. Real-life scenarios reveal that outcomes can vary significantly due to the limitations of data collected from questionnaires (Kuphanga, 2024), particularly in the context of electric cooperatives. Additionally, the role of external factors, such as memo directives issued by the National Electrification Administration (NEA), must be considered when evaluating the impact on CBAs. These directives have the potential to undermine the collective bargaining rights of workers, raising significant concerns about adherence to legal frameworks that traditionally fall under the jurisdiction of the Department of Labor and Employment (Respicio, 2024).

Challenges in Grievance Mechanisms

Table 4.3 Level of Challenges Related to Grievance Mechanisms

Parameters	Mean	Rank	Interpretation
Implementation of grievance machinery procedure	3.13	1	Moderately Challenging
Accessing appropriate grievance procedures	3.05	2	Moderately Challenging
Prompt resolution of complaints	3.00	3	Moderately Challenging
Implementation of appeal mechanism	2.98	4	Moderately Challenging
Transparency in complaints resolution	2.88	5	Moderately Challenging
Overall Mean	3.01		Moderately Challenging

Note: 3.25 - 4.00 - Highly Challenging 2.50 - 3.24 - Moderately Challenging 1.75 - 2.49 Somewhat Challenging 1.00 - 1.74 - Not Challenging

In the analysis of grievance mechanisms challenges, the highest-ranked parameter is "Implementation of Grievance Machinery procedure" with a mean of 3.13, while the lowest-ranked parameter is "Transparency on complaints' resolution" with a mean of 2.88. Both of these parameters, along with all other parameters in the table, fall under the "Moderately Challenging" category. The overall mean is 3.01, which also corresponds to the "Moderately Challenging" interpretation. This suggests that across various aspects of grievance mechanisms, organizations are experiencing consistent moderate-level difficulties.

The data implies a systematic challenge in grievance management processes. The consistent "Moderately Challenging" ratings across different parameters indicate widespread and interconnected issues in how grievance mechanisms are designed and implemented. The proximity of mean scores (ranging from 2.88 to 3.13) suggests that no single aspect of grievance mechanisms stands out as significantly more problematic than others. This uniformity points to a need for comprehensive review and improvement of grievance handling systems, addressing multiple dimensions simultaneously.

The uniformity in the findings suggests that principles of procedural justice and ethical decision-making should be considered to ensure fairness during the grievance-handling process. Moreover, there must be an avenue for appeal, allowing employees to escalate their grievances to higher management levels if they are unsatisfied with the

response from their immediate supervisor (Aktor. S. & Alam, M. M. 2021). Effective employee grievance management is vital for an effective harmonious management-labor relationship which helps to enhance organizational performance (Onyebuchi & Eke, 2019).

Challenges in Peaceful Concerted Actions

Table 4.4 Level of Challenges Related to Peaceful Concerted Actions

Parameters	Mean	Rank	Interpretation
Rebuilding harmonious relationships after concerted actions/strike	3.10	1	Moderately Challenging
Awareness and compliance with legal strike procedures	3.08	2	Moderately Challenging
Awareness of strikeable issues	3.05	3.5	Moderately Challenging
Awareness of legal complexities surrounding a strike	3.05	3.5	Moderately Challenging
Achieving fair mediation and arbitration processes	3.03	4	Moderately Challenging
Overall Mean	3.06		Moderately Challenging

Note: 3.25 - 4.00 - Highly Challenging 2.50 - 3.24 - Moderately Challenging 1.75 - 2.49 Somewhat Challenging 1.00 - 1.74 - Not Challenging

In the analysis of challenges related to Peaceful Concerted Actions, the highest-ranked parameter is "Rebuilding a harmonious relationship after concerted actions/strike" with a mean of 3.10, while the lowest-ranked parameters are tied between "Awareness of legal complexities surrounding strike" and "Awareness of strikeable issues," both with a mean of 3.05. All parameters, including the overall mean of 3.06, fall under the "Moderately Challenging" interpretation. This suggests that organizations consistently face moderate-level challenges across various aspects of managing peaceful concerted actions and strikes.

The data reveals a systematic complexity in handling peaceful concerted actions. The uniform "Moderately Challenging" ratings across different parameters indicate that organizations struggle with multiple interconnected aspects of strike management and resolution. The proximity of mean scores (ranging from 3.03 to 3.10) suggests that no single dimension of peaceful concerted actions stands out as significantly more problematic than others. This uniformity points to a holistic challenge in understanding, implementing, and managing strike-related processes, highlighting the need for comprehensive strategies to address these systemic issues.

The findings underscore the practical and policy implications considering that collective action via union representation is rare. For instance, the National Conciliation and Mediation Board (NCMB-5) in Region V recorded no cases of Notice of Strike (NOS) in either 2022 or 2023 and with only one (1) on the last quarter of 2024 (Alternative Dispute Update, January 2023 & Nov, 2024). Workplace collective bargaining varies greatly, particularly in institutions like electric cooperatives and hospitals that are influenced by public interests. These organizations fall under the Department of Labor and Employment's Assumption of Jurisdiction during strikes (G.R. No. 241437. September 14, 2020, ALECO vs ALEO). As a result, employers want to avoid strategies that could lead to

industrial conflicts thereby helping them reduce the risks to their reputation and finances that come from employee actions taken together (Dela Cruz, 2021). Numerous studies further support the effectiveness of mediation in preventing strikes, emphasizing its ability to foster communication and compromise between conflicting parties. Mediation is a non-binding alternative dispute resolution method that can help parties reach settlements without escalating conflicts into strikes (Kenan, 2023).

Summary Challenges in Asserting Labor Relations

Table 4.5 Level of Challenges in Unionized Businesses in Camarines Sur

Parameters	Mean	Rank	Interpretation
Challenges in peaceful Concerted actions	3.06	1	Moderately Challenging
Challenges in collective bargaining	3.01	2.5	Moderately Challenging
Challenges in grievance mechanisms	3.01	2.5	Moderately Challenging
Challenges in self-organization	2.93	3	Moderately Challenging
Overall Mean	3.00		Moderately Challenging

Note: 3.25 - 4.00 - Highly Challenging 2.50 - 3.24 - Moderately Challenging 1.75 - 2.49 Somewhat Challenging 1.00 - 1.74 - Not Challenging

In the summary of challenges in asserting labor relations within unionized businesses in Camarines Sur, the highest-ranked parameter is "Challenges in Peaceful Concerted Actions" with a mean of 3.06, while the lowest-ranked parameter is "Challenges in Self-Organization" with a mean of 2.93. All parameters, including the overall mean of 3.00, fall under the "Moderately Challenging" interpretation. This consistent rating suggests that businesses in the region experience a uniform level of moderate difficulty across different aspects of labor relations.

The data points to a systemic and balanced set of challenges in labor relations. The remarkably close mean scores (ranging from 2.93 to 3.06) indicate that no single dimension of labor relations significantly outperforms or underperforms the others. This uniformity suggests that the challenges are deeply integrated and interconnected, reflecting a complex ecosystem of labor-management interactions. The consistent "Moderately Challenging" classification across all parameters implies that organizations face similar levels of difficulty in self-organization, collective bargaining, grievance mechanisms, and peaceful concerted actions, pointing to a need for holistic strategies to address these challenges.

Overall, all aspects fall under a "Moderately Challenging" category, suggesting that businesses in the region face a similar level of moderate difficulty across various labor relations issues. However, organizations encounter significant challenges not only in self-organization and conflict resolution but also in coordinating peaceful concerted action. One primary issue is the potential for miscommunication between parties, which can lead to misunderstandings and the escalation of conflicts. For example, Smith (2020) points out

that ineffective communication between trade unions and management erodes the trust essential for collaborative efforts. While organizations face collective challenges, these obstacles also present unique opportunities for growth and innovation. By implementing tailored strategies that address their specific needs, organizations can enhance their outcomes in both self-organization and conflict resolution. A study highlights critical issues like the non- implementation of agreements and stresses the need for effective communication between trade unions and management to enhance industrial relations and promote organizational harmony. (Ugbomhe and Osagie,2019).

The correlation between the extent of Management Prerogative and the Implementation of Labor Rights

Table 5.1 Correlation between the extent of Management Prerogative and the Implementation of Labor Rights

	Right to Self-Organization	Collective Bargaining	Grievance Machinery	Right to Peaceful Concerted Actions
Manpower Management Decisions	$r(38) = .81, p < .001^{***}$ very strong	$r(38) = .796, p < .001^{***}$ strong	$r(38) = .775, p < .001^{***}$ strong	$r(38) = .657, p < .001^{***}$ strong
Financial decision-Making	$r(38) = .88, p < .001^{***}$ very strong	$r(38) = .844, p < .001^{***}$ very strong	$r(38) = .777, p < .001^{***}$ strong	$r(38) = .667, p < .001^{***}$ strong
Operational Decision-Making	$r(38) = .796, p < .001^{***}$ Strong	$r(38) = .801, p < .001^{***}$ very strong	$r(38) = .751, p < .001^{***}$ Strong	$r(38) = .577, p < .001^{***}$ moderate

Note: *** p is significant ($p < 0.05$)

r (degrees of freedom) = the r statistic, p = p value

Correlation Value	Relationship
1.0	Perfect
0.80 – 0.99	Very Strong
0.60 – 0.79	Strong
0.40 – 0.59	Moderate
0.20 – 0.39	Weak
0.01 – 1.19	Very Weak
0.0	No relationship

The correlation between different labor relations aspects (Right to Self-Organization, Collective Bargaining, Grievance Machinery, and Right to Peaceful Concerted Actions) and three key organizational decision-making domains: Manpower Management, Financial Decision-Making, and Operational Decision- Making. The statistical analysis reveals significant correlations across all dimensions, with correlation

coefficients ranging from $r(38) = .577$ to $r(38) = .88$, all statistically significant at $p < .001$. The strength of these correlations varies from moderate to very strong, indicating a robust relationship between labor relations processes and organizational decision-making strategies.

The data suggests a profound interconnectedness between labor relations mechanisms and organizational decision-making. The consistently high correlation values imply that as labor relations processes become more sophisticated and effective, organizational decision-making tends to improve correspondingly. Notably, Financial Decision-Making shows the strongest correlations across all labor relations dimensions, with $r(38) = .88$ for Right to Self-Organization and $r(38) = .844$ for Collective Bargaining. This indicates that robust labor relations practices are closely linked to more strategic and comprehensive financial management. The statistically significant results ($p < .001$) further reinforce the reliability and importance of these relationships, suggesting that labor relations are not peripheral but central to organizational effectiveness.

From the management's perspective, labor relations parameters are interconnected with the strategic alignment of the organization's financial performance (Rosyafah & Pudjowati, 2024). This connection impacts industrial relations, particularly in conflict resolution, leading to a more cooperative work environment (Dr. R. Velanganni, 2024). Additionally, focusing on employee welfare enhances employee satisfaction, which, in turn, correlates with improved financial performance.

The relationship between the challenges in exercising labor rights correlates with the current implementation of these rights.

Table 6.1 Relationship between the challenges in exercising labor rights correlate with the current implementation of these rights.

	Right to Self-Organization	Collective Bargaining	Grievance Machinery	Right to Peaceful Concerted Actions
Challenges in Self-Organization	$r(5) = -0.281, p = .541$ Weak	$r(5) = -0.447, p = .315$ Moderate	$r(5) = -0.388, p = .389$ Weak	$r(5) = -0.603, p = .152$ strong
Challenges in Collective Bargaining	$r(5) = -2.81, p = .541$ weak	$r(5) = -0.372, p = .412$ weak	$r(5) = -.042, p = .541$ moderate	$r(5) = -0.544, p = .207$ moderate
Challenges in Grievance Mechanisms	$r(5) = -0.506, p = .247$ moderate	$r(5) = -0.549, p = .202$ moderate	$r(5) = -0.66, p = .106$ strong	$r(5) = -6.51, p = .113$ strong

Challenges in Peaceful Concerted Actions/Strike	$r(5) = -0.0773, p = .869$ very weak	$r(5) = -0.0855, p = .541$ very weak	$r(5) = 0.208, p = .855$ weak	$r(5) = -0.199, p = .669$ very weak
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Note: *** p is significant ($p < 0.05$)

r (degrees of freedom) = the r statistic, p = p value.

Correlation Value	Relationship
1.0	Perfect
0.80 – 0.99	Very Strong
0.60 – 0.79	Strong
0.40 – 0.59	Moderate
0.20 – 0.39	Weak
0.02 – 0.19	Very Weak
0.0	No relationship

Examining the correlational relationships between different labor relations challenges, specifically investigating the interconnections among Right to Self-Organization, Collective Bargaining, Grievance Machinery, and Right to Peaceful Concerted Actions. The statistical analysis reveals predominantly negative correlations with varying strengths, ranging from very weak ($r(5) = -0.0773$) to moderate ($r(5) = -0.603$). Importantly, none of the correlations achieve statistical significance, as indicated by p -values well above the standard threshold of 0.05, with values ranging from 0.106 to 0.869. This suggests that while relationships exist between these labor relations challenges, they are not statistically robust or conclusive.

The data implies a complex and nuanced landscape of labor relations challenges. The consistent negative correlations, albeit weak and statistically insignificant, hint at potential inverse relationships between different dimensions of labor relations challenges. For instance, the strongest correlation observed is between challenges in Peaceful Concerted Actions and Right to Self-Organization ($r(5) = -0.603$), which suggests a moderate negative relationship. However, the high p -value (0.152) means this relationship could easily be due to random chance rather than a genuine underlying pattern. This underscores the intricate and context-dependent nature of labor relations challenges, indicating that simple, linear explanations are insufficient to capture the full complexity of workplace dynamics.

From the labor union point of view, the inverse relationships between labor relations challenges and workplace dynamics significantly impact organizational performance and employee well-being. Understanding these dynamics is crucial for organizations aiming to enhance industrial peace (Van der Merwe & B. Olivier, July 2024). The complexity of union dynamics involves several key aspects, including revitalization efforts, strategic leverage, and the expansion of bargaining power. Additionally, factors such as employer attitudes, labor market conditions, technology,

organizational structures, and the ability of unions to achieve their goals play significant roles (RA Asuncion, 2024).

Developmental Plans to harmonize Management Prerogative and Labor rights Inputs

Primary Resources - The researchers developed a developmental plan using data from survey forms collected from 8 Unionized companies in Camarines Sur.

Secondary Resources - The researchers gathered resources from a government institution (DOLE) to help identify Unionized companies in Camarines Sur.

Process:

The research process involved the following steps:

1. **Data Collection:** Surveys and interviews with 80 respondents, including HR and union officers, covering their profiles, practices, and challenges in labor-management relations.
2. **Data Analysis:** Quantitative analysis to measure the extent of management prerogative, labor rights implementation, and associated challenges. Correlation analysis to determine relationships between management practices, labor rights implementation, and challenges.
3. **Validation:** Statistical testing of the relationships between variables to ensure reliability and significance.
4. **Synthesis:** Compilation of findings to develop actionable insights for balancing management prerogative with labor rights.

Output:

This section shows a framework that enhances collaboration and reduces conflicts in unionized establishments while promoting industrial peace

Enhancing Transparency and Fairness in Management Decisions

Revise promotion criteria to include a transparent scoring system based on performance evaluations, skills, and seniority. Publish the criteria on the company intranet and conduct regular orientation sessions for employees to understand the process.

Introduce a quarterly financial update for employees, including a breakdown of bonus distribution and salary increment criteria. Use town hall meetings to explain how financial decisions align with company performance and employee contributions.

Form a cross-functional employee advisory committee to review proposed changes in work schedules or processes. Before implementing changes, conduct pilot testing with employee feedback incorporated.

Strengthening Labor Rights Implementation

Offer training sessions for union officers on leadership skills, negotiation techniques, and compliance with legal reporting requirements—partner with local labor

education organizations to deliver these programs. Use digital tools like shared calendars and reminders to schedule timely collective bargaining sessions.

Provide each party with a timeline tracker to monitor the progress of negotiations and ensure deadlines are met. Develop an online grievance submission portal where employees can lodge complaints confidentially. Provide regular updates on the status of grievances through a dashboard accessible to the concerned parties.

Organize informational seminars on the legalities of strikes and concerted actions, featuring labor lawyers and mediators. Post-strike, conduct team-building activities such as workshops and social events to rebuild trust and collaboration.

Addressing Challenges in Labor Relations

Establish a joint grievance resolution committee with equal representation from management and union members. Ensure the committee meets bi-weekly to review and resolve pending issues within a set timeframe.

Develop a shared learning program where management and union leaders jointly attend workshops on labor laws, negotiation strategies, and ethical leadership. Provide certification upon completion to build credibility.

After a strike, arrange facilitated dialogue sessions led by a neutral third-party mediator to discuss unresolved grievances. Follow up with reintegration programs, such as recognition ceremonies for returning employees and leadership updates on shared goals.

Continuous Monitoring and Evaluation

Create a committee with rotating leadership between management and union representatives. Hold monthly meetings to review progress on initiatives like transparency improvements and training sessions.

Track metrics such as the resolution time for grievances, employee satisfaction scores from anonymous surveys, and adherence to collective bargaining timelines. Share results in quarterly reports.

Host an annual open forum where employees can propose changes to workplace policies. Use feedback to revise and update the handbook on labor-management relations.

The developmental plan emphasizes collaborative efforts to bridge the gap between management prerogatives and labor rights. It provides actionable solutions to optimize industrial peace while respecting both parties' roles in unionized establishments.

Action Plan

Table 7.1: Enhancing Transparency and Fairness in Management Decisions

Step	Action	Resources	Duration
Transparent promotion criteria	Develop a performance scoring system and publish promotion criteria	HR personnel, and IT team for intranet updates, training materials	3 months
Quarterly Financial Updates	Conduct general employee assembly and share financial breakdown	Financial team, presentation tools, venue, or online platform	Quarterly (ongoing)
Employee advisory committee	Form committee, conduct pilot testing, and collect feedback	Meeting space, feedback forms, facilitators	2 months for set up, ongoing thereafter

Table 7.2: Strengthening Labor Rights Implementation

Step	Action	Resources	Duration
Union leadership training	Partner with DOLE, federation, and allied organizations and conduct workshops	Trainers, training materials, venue, or online platform	1-2 months per session
Timely collective bargaining sessions	Use digital tools to schedule and track negotiation progress	Shared calendar software, negotiation templates	Ongoing with biannual review
Online grievance portal	Develop a grievance submission platform and monitor complaints to NCMB	IT support, software development, user training	4 months for set up, ongoing maintenance
Seminars on strike procedures	Host informational sessions with labor experts and mediators	Guest speakers, event space, educational materials	Monthly sessions, ongoing

Table 7.3: Addressing Challenges in Labor Relations

Step	Action	Resources	Duration
Joint Grievance Resolution Committee	Establish a committee, and schedule regular review meetings	Representation from management and unions	1 month for setup, ongoing bi-weekly
Shared learning programs	Create joint workshops and certification	Training partners, materials, certification tools	3 months program

Online grievance portal	Develop a grievance submission platform and monitor complaints to NCMB	IT support, software development, user training	4 months for set up, ongoing maintenance
Post strike reintegration	Facilitate dialogue sessions and team-building events	Neutral mediators, event facilitators, budget for team building	1-2 months post-strike

Table 7.4: Continuous Monitoring and Evaluation

Step	Action	Resources	Duration
Joint Labor Management Committee	Form a committee and schedule regular progress review	Leadership participation, meeting tools	1 month for setup, ongoing monthly meetings
Tracking Key Performance Indicators (KPI)	Develop metrics, collect data, and prepare reports	Data analysts, survey tools, report templates	Ongoing quarterly reviews
Annual policy review	Host open forums, collect feedback, and revise policies	Facilitators, feedback mechanisms, updated policy documents	Annual

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