

PRESS RELEASE

Highlights of the 2021/2022 Integrated Survey on Labor and Employment (ISLE) Module on Establishments' and Workers' Productivity During The COVID-19 Pandemic: CY 2021 and July 2021 to June 2022

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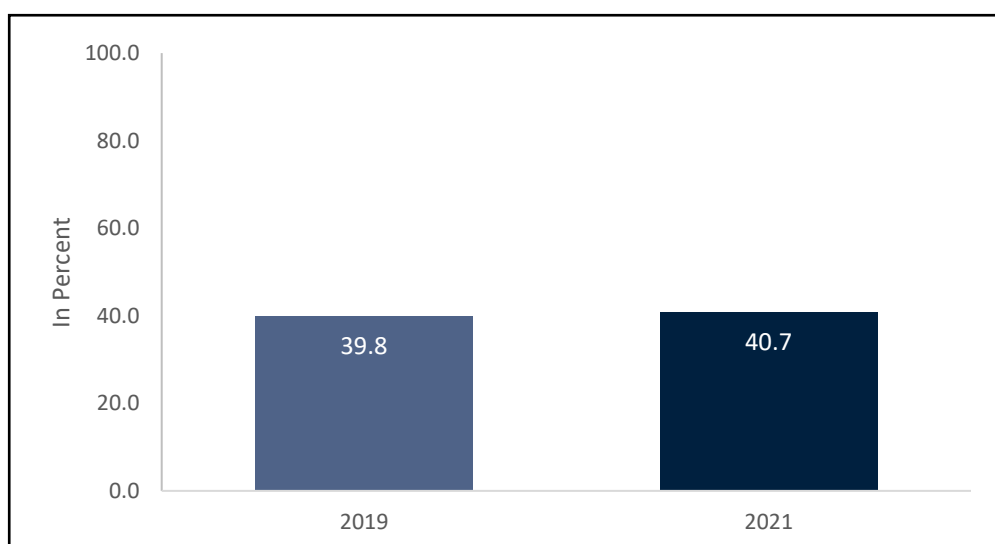
*The 2021/2022 Integrated Survey on Labor and Employment covers **formal establishments** employing at least 20 workers. This module on Establishments' and Workers' Productivity during the COVID-19 Pandemic gathered data on productivity improvement programs and gainsharing practices with additional questions on productivity of work-from-home arrangements during COVID-19 pandemic.*

A. Productivity Improvement Program (PIP) and Gainsharing Practices: CY 2021

1. Two out of Five Establishments have PIPs

- a. Of the total 36,342 establishments employing 20 or more workers, 14,774 establishments or 40.7 percent implemented various PIPs in 2021. This proportion indicates an increase of 0.9 percentage point from 39.8 percent in 2019. (Figure 1 and Table 1)

Figure 1. Percentage of Formal Establishments with PIPs, Philippines: 2019 and 2021



Sources: Philippine Statistics Authority, 2019/2020 and 2021/2022 Integrated Survey on Labor and Employment (ISLE).

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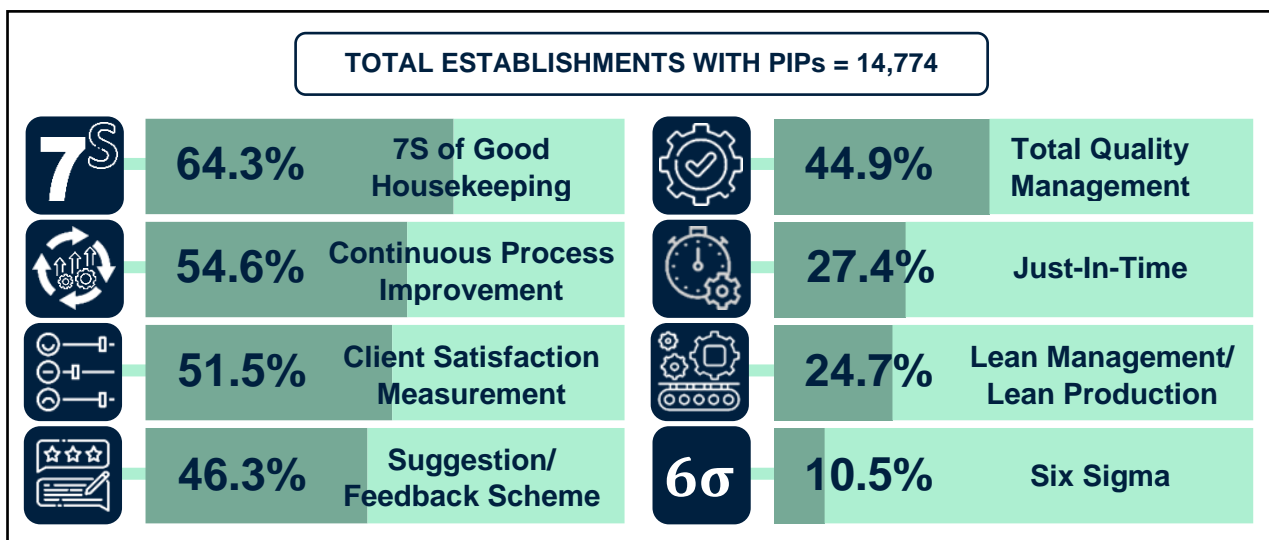


- b. Within each industry group, Human Health and Social Work Activities Except Public Health Activities recorded the highest proportion of establishments with PIPs at 51.8 percent of the total establishments for the industry. This was followed by Electricity, Gas, Steam, and Air Conditioning Supply with 51.4 percent and Accommodation and Food Service Activities with 50.8 percent. On the other hand, Professional, Scientific, and Technical Activities reported the least at 31.5 percent. (Table 1)
- c. By region, Cagayan Valley registered the highest proportion of establishments with PIPs at 71.0 percent of the total number of establishments in the region. This was followed by Cordillera Administrative Region with 55.1 percent and MIMAROPA Region with 52.8 percent. On the other hand, Zamboanga Peninsula registered the lowest establishments with PIPs at 22.7 percent. (Table 2)

2. 7S of Good Housekeeping was the Top PIP Implemented

- a. Among establishments that implemented PIPs, the most common PIP was 7S of Good Housekeeping at 64.3 percent. This was followed by Continuous Process Improvement with 54.6 percent and Client Satisfaction Measurement with 51.5 percent. (Figure 2 and Table 3)

Figure 2. Percentage of Establishments with PIPs by Program Implemented, Philippines: 2021



Note: Sum of details is not equal to 100% due to multiple responses.

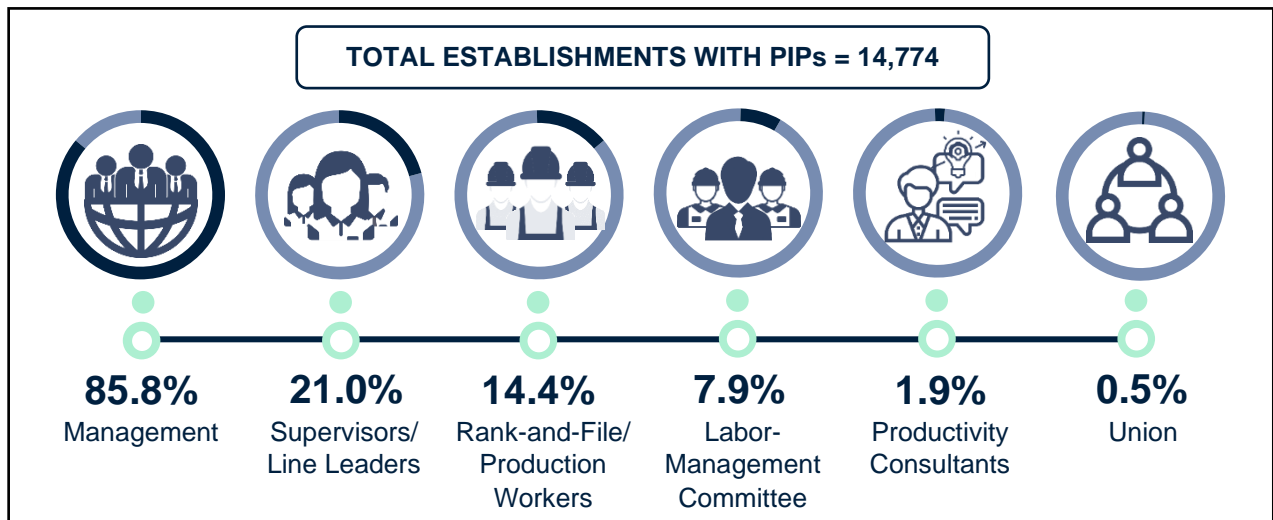
Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

3. Development of PIPs Implemented were Mostly led by the Establishment's Management

- a. Management was identified as the lead program developer with 85.8 percent of the total number of establishments with PIPs. Supervisors/line leaders and rank-and-file/production workers followed with 21.0 percent and 14.4 percent, respectively. Meanwhile, Unions had the least share on the groups of individuals who developed/initiated the PIPs with 0.5 percent. (Figure 3 and Table 4)

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Figure 3. Percentage of Establishments with PIPs by Program Developer, Philippines: 2021



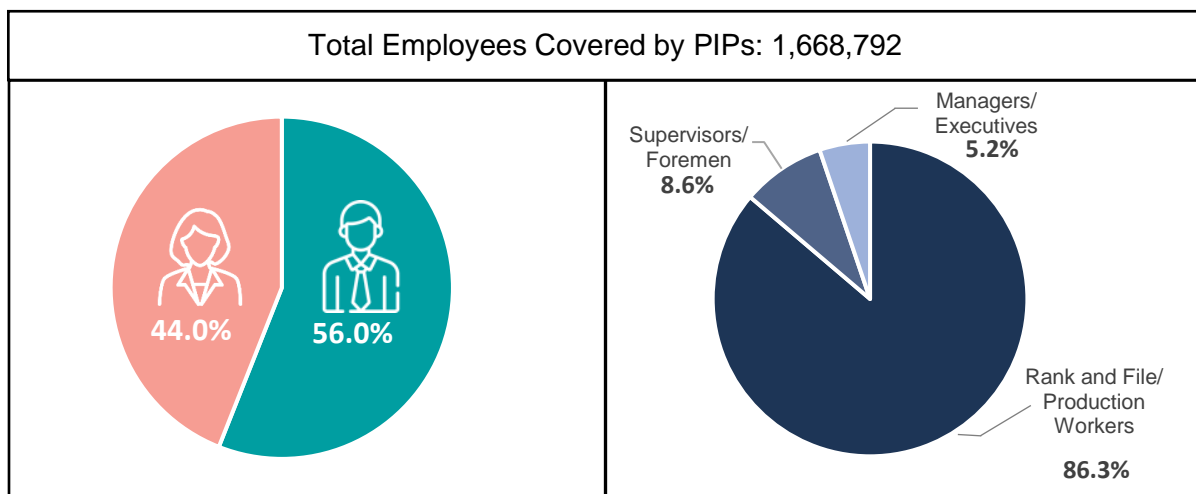
Note: Sum of details is not equal to 100% due to multiple responses.

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

4. Majority of Employees Covered by PIPs were Rank-and-File/Production Workers

- a. Around 1.67 million employees were covered by the PIPs, 56.0 percent of which were male employees, while the remaining 44.0 percent were female. (Figure 4 and Table 5)
- b. By type of employee covered by PIPs, 86.3 percent were rank-and-file/production workers, 8.6 percent were supervisors/foremen, and 5.2 percent were managers/executives. (Figure 4 and Table 5)

Figure 4. Percent Distribution of Employees Covered by PIPs by Sex and by Type of Employee, Philippines: 2021



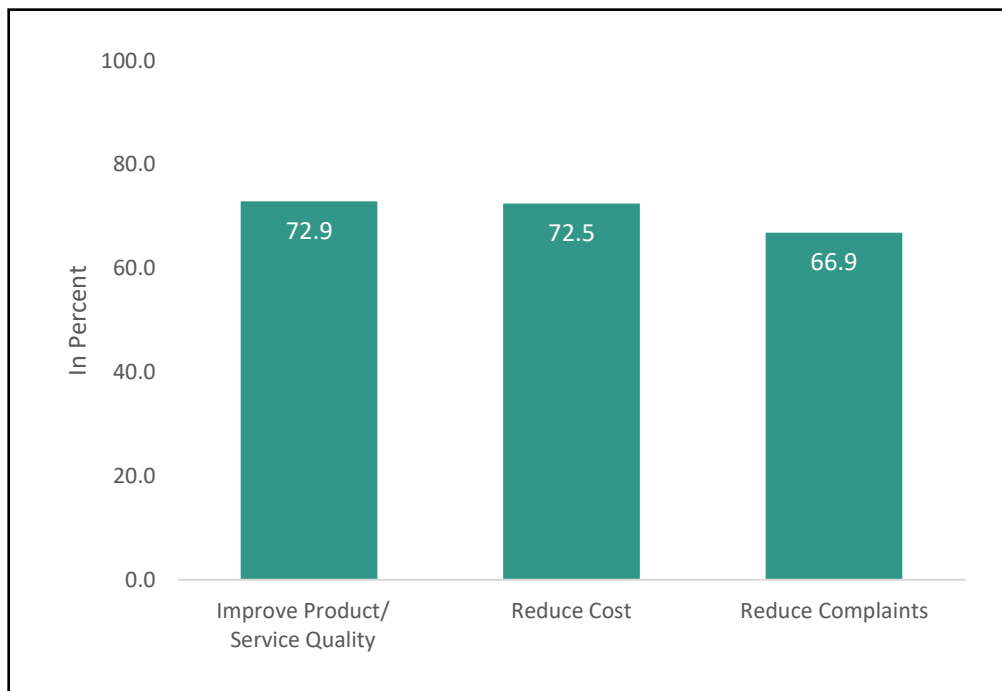
Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

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5. PIP Objectives

- a. The most cited objective on implementing PIPs was improving the product or service quality at 72.9 percent of the total establishments. This was followed by cost reduction with 72.5 percent and complaints reduction with 66.9 percent. (Figure 6 and Table 6)
- b. By sub-objectives, skills training was the highest recorded activity to improve product or service quality at 89.7 percent. (Table 6)

Figure 6. Percentage of Establishments with PIPs by Program Objectives, Philippines: 2021



Note: Sum of details is not equal to 100% due to multiple responses.

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

6. Gainsharing Schemes/Practices were Present in Some of the Establishments with PIPs

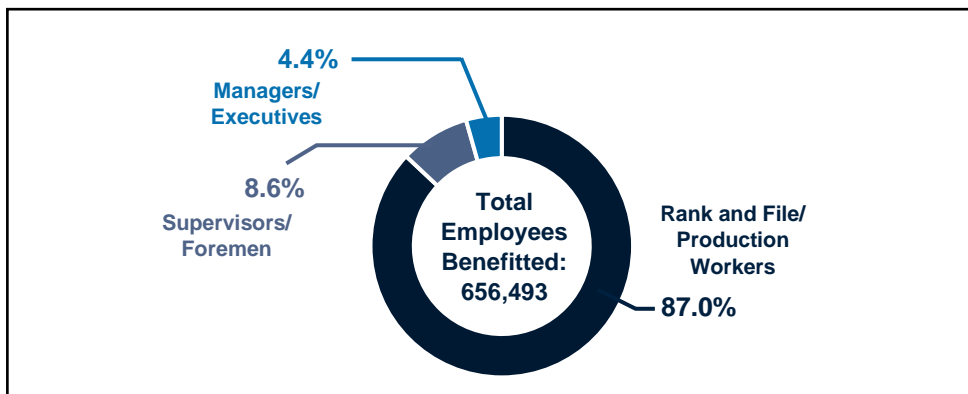
- a. A total of 5,438 establishments or 36.8 percent of the establishments with PIPs had gainsharing schemes/practices or provided incentives or bonuses for improved performance of their employees in 2021. Provision of cash was the usual practice for both gainsharing and profit sharing with 66.1 percent and 11.4 percent of establishments, respectively. Moreover, provision of non-cash incentives was also practiced for both gainsharing and profit sharing by 33.9 percent and 5.7 percent of establishments, respectively. (Table 7)

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7. Majority of Employees that Benefit from Gainsharing Schemes/Practices were Rank and File/Production Workers

- a. A total of 656,493 employees benefitted from gainsharing schemes/practices, 55.1 percent of which were male employees while the remaining 44.9 percent were female. (Table 8)
- b. By type of employee, 87.0 percent was recorded as rank-and-file/production workers, while supervisors/foremen and managers/executives accounted for 8.6 percent and 4.4 percent, respectively. (Figure 7 and Table 8)

Figure 7. Percent Distribution of Employees that Benefit from Gainsharing Schemes/Practices by Type of Employees, Philippines: 2021



Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

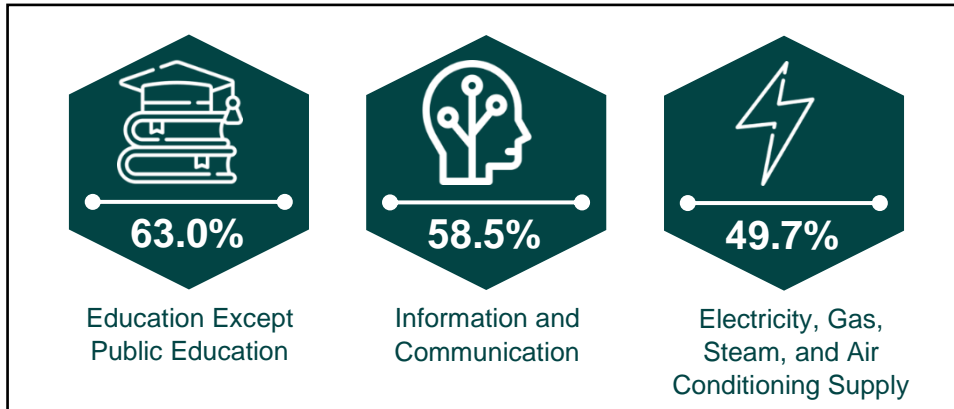
B. Productivity of Work-from-Home (WFH) Arrangement during the Coronavirus disease of 2019 (COVID-19) Pandemic: July 2021 to June 2022

1. Establishments Adopted WFH Arrangement

- a. During the period July 2021 to June 2022, there were a total of 9,822 establishments or 27.0 percent of the total establishments allowed WFH arrangement during the COVID-19 pandemic. (Table 9)
- b. By industry group, Education Except Public Education posted the highest proportion of establishments that implemented the WFH arrangement at 63.0 percent. This was followed by Information and Communication with 58.5 percent and Electricity, Gas, Steam, and Air Conditioning Supply with 49.7 percent. Meanwhile, Accommodation and Food Service Activities had the least proportion at 9.9 percent. (Figure 8 and Table 9)

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Figure 8. Top Three Industries with the Highest Proportion of Establishments that Adopted WFH Arrangement, Philippines: July 2021 to June 2022

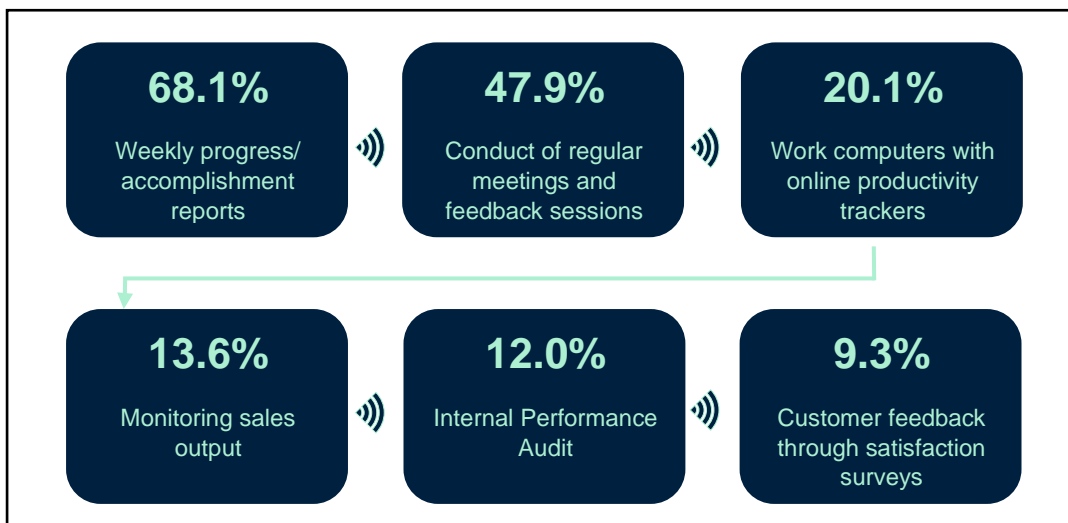


Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

2. Weekly Progress/Accomplishment Reports were the Main Performance Monitoring System Employed

- a. Majority or 68.1 percent of the establishments under WFH arrangement implemented a weekly progress or accomplishment report to monitor the performance of its employees. Other performance monitoring systems implemented by establishments were the conduct of regular meetings and feedback sessions at 47.9 percent and the installation of online productivity trackers on work computers with 20.1 percent. Tracking of customer feedback through satisfaction surveys was the least used performance monitoring system at 9.3 percent. (Figure 9 and Table 10)

Figure 9. Percentage of Establishments that Adopted WFH Arrangement by Performance Monitoring System Implemented, Philippines: July 2021 to June 2022



Note: Sum of details is not equal to 100% due to multiple responses.

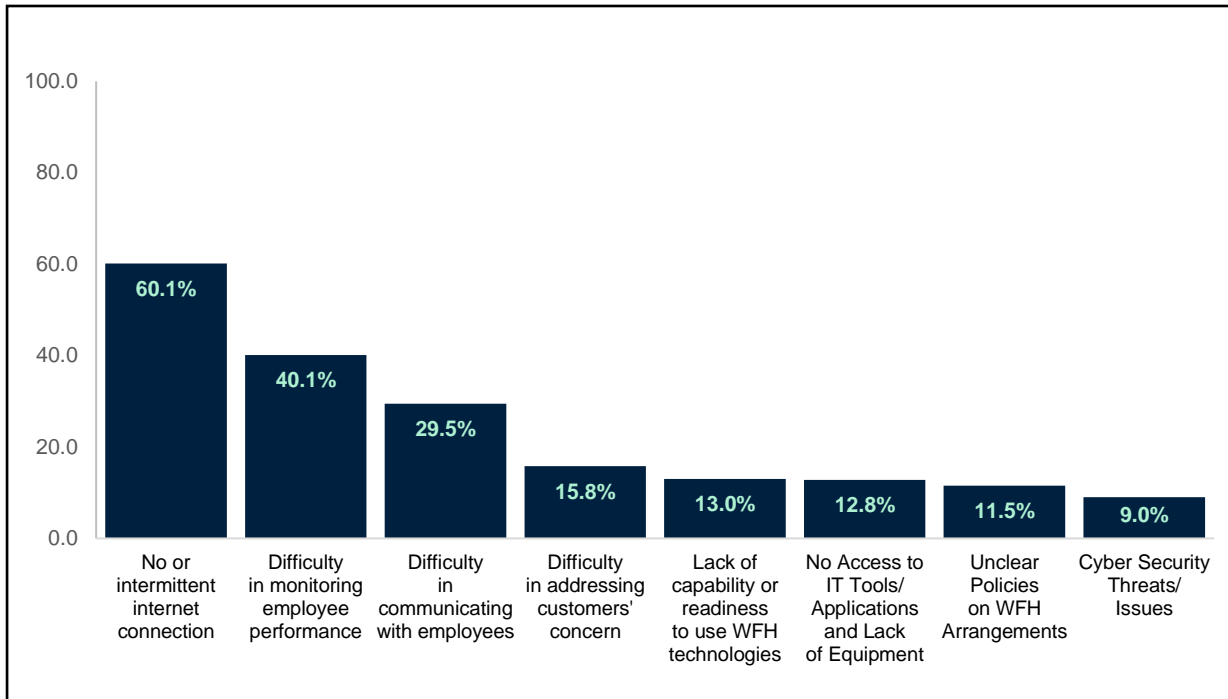
Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

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3. Challenges Encountered from Adopting WFH

- a. During the period, the top three challenges encountered by establishments under the implementation of WFH arrangement were no or intermittent internet connection (60.1%), difficulties in monitoring employee performance (40.1%), and difficulty in communicating with employees (29.5%). (Figure 10 and Table 11)

Figure 10. Percentage of Establishments that Adopted WFH Arrangement by Challenges Encountered, Philippines: July 2021 to June 2022



Note: Sum of details is not equal to 100% due to multiple responses.

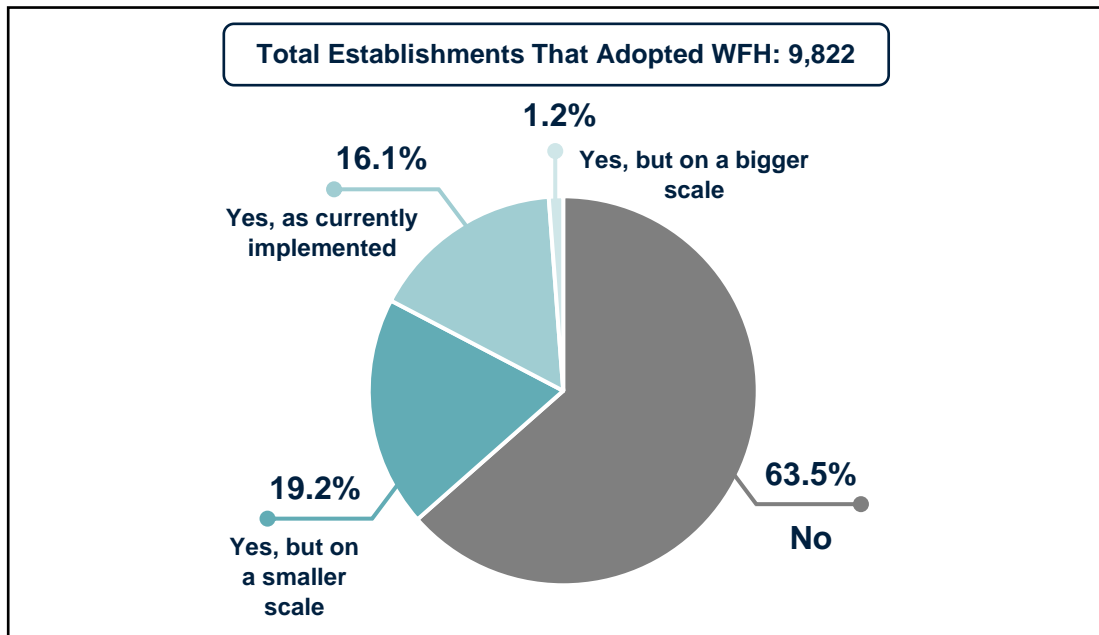
Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

4. Continued Implementation of WFH

- a. Among establishments that adopted WFH arrangement, more than half (63.5%) of the establishments mentioned that they will no longer continue the implementation of WFH arrangement on a permanent basis. On the other hand, there were establishments that are willing to continue the implementation of WFH arrangement on varying scales. About 19.2 percent had plans to continue implementing WFH but on a smaller scale or on a minimal number of units in the establishment, 16.1 percent stated that they will continue the set up as currently implemented, and 1.2 percent of the establishments were willing to continue implementing WFH arrangement on a bigger scale or on majority of the operations. (Figure 11 and Table 12)

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Figure 11. Percent Distribution of Establishments that Adopted WFH Arrangement by Willingness to Continue Implementing WFH on a Permanent Basis, Philippines: July 2021 to June 2022



Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

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Table 1. Number and Proportion of Establishments Employing 20 or More Workers with Productivity Improvement Programs (PIPs) by Major Industry Group, Philippines: 2021

Major Industry Group	2019			2021		
	Total Establishments	Establishments with PIPs		Total Establishments	Establishments with PIPs	
		Number	Percent		Number	Percent
ALL INDUSTRIES	38,305	15,234	39.8	36,342	14,774	40.7
Agriculture, Forestry and Fishing	1,070	205	19.2	1,125	436	38.8
Mining and Quarrying	168	65	38.7	165	64	38.8
Manufacturing	6,406	3,134	48.9	6,213	2,790	44.9
Electricity, Gas, Steam, and Air Conditioning Supply	301	172	57.1	296	152	51.4
Water Supply; Sewerage, Waste Management, and Remediation Activities	338	126	37.3	376	190	50.5
Construction	1,223	440	36.0	1,238	444	35.9
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	9,560	3,526	36.9	10,198	3,802	37.3
Transportation and Storage	1,152	425	36.9	1,302	472	36.3
Accommodation and Food Service Activities	4,716	2,261	47.9	3,620	1,840	50.8
Information and Communication	1,052	190	18.1	865	296	34.2
Financial and Insurance Activities	1,696	580	34.2	1,855	825	44.5
Real Estate Activities	652	123	18.9	676	243	35.9
Professional, Scientific, and Technical Activities	963	365	37.9	752	237	31.5
Administrative and Support Service Activities	2,729	1,033	37.9	2,530	927	36.6
Education Except Public Education	4,156	1,611	38.8	3,234	1,129	34.9
Human Health and Social Work Activities Except Public Health Activities	1,447	722	49.9	1,365	707	51.8
Arts, Entertainment, and Recreation	313	152	48.6	251	87	34.7
Other Service Activities Except Activities of Membership Organizations	363	103	28.4	280	131	46.8

Sources: Philippine Statistics Authority, 2019/2020 and 2021/2022 Integrated Survey on Labor and Employment (ISLE).

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Table 2. Number and Proportion of Establishments Employing 20 or More Workers with Productivity Improvement Programs (PIPs) by Region: 2021

Region	Total Establishments	Total Establishments with PIPs	
		Number	Percent
PHILIPPINES	36,342	14,774	40.7
National Capital Region	9,728	3,601	37.0
Cordillera Administrative Region	880	485	55.1
Region I - Ilocos Region	1,362	583	42.8
Region II - Cagayan Valley	960	682	71.0
Region III - Central Luzon	3,400	1,466	43.1
Region IVA - CALABARZON	3,885	1,699	43.7
MIMAROPA Region	861	455	52.8
Region V - Bicol Region	1,352	514	38.0
Region VI - Western Visayas	2,111	881	41.7
Region VII - Central Visayas	3,173	1,064	33.5
Region VIII - Eastern Visayas	1,137	490	43.1
Region IX - Zamboanga Peninsula	1,171	266	22.7
Region X - Northern Mindanao	1,725	870	50.4
Region XI - Davao Region	2,029	801	39.5
Region XII - SOCCSKSARGEN	1,443	469	32.5
Region XIII – Caraga	867	335	38.6
Bangsamoro Autonomous Region in Muslim Mindanao	256	114	44.5

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

Table 3. Number and Percentage of Establishments with Productivity Improvement Programs (PIPs) by Program Implemented, Philippines: 2021

Productivity Improvement Programs	Number	Percent
Total Establishments with PIPs	14,774	
7S of Good Housekeeping	9,504	64.3
Continuous Process Improvement	8,068	54.6
Client Satisfaction Measurement (CSM)	7,605	51.5
Suggestion/Feedback Scheme	6,847	46.3
Total Quality Management (TQM)	6,632	44.9
Just-In-Time	4,048	27.4
Lean Management/Lean Production	3,651	24.7
Six Sigma	1,558	10.5

Note: Sum of details is not equal to 100% due to multiple response.

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

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Table 4. Number and Percentage of Establishments with Productivity Improvement Programs (PIPs) by Program Developer, Philippines: 2021

Program Developer	Number	Percent
Total Establishments with PIPs	14,774	
Management	12,681	85.8
Supervisors/Line Leaders	3,098	21.0
Rank-and-File/Production Workers	2,132	14.4
Labor-Management Committee	1,163	7.9
Productivity Consultants	279	1.9
Union	71	0.5

Note: Sum of details is not equal to 100% due to multiple response.

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

Table 5. Distribution of Employees Covered by Productivity Improvement Programs (PIPs) by Sex and Type of Employees, Philippines: 2021

Sex/Type of Employee	Number	Percent
Sex	1,668,792	100.0
Male	935,094	56.0
Female	733,698	44.0
Type of Employee	1,668,792	100.0
Managers/Executives	86,142	5.2
Supervisors/Foremen	143,202	8.6
Rank-and-File/Production Workers	1,439,447	86.3

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

Table 6. Number and Percentage of Establishments with Productivity Improvement Programs (PIPs) by Program Objectives and Sub-Objectives, Philippines: 2021

Productivity Improvement Program Objective/s and Sub-Objectives	Number	Percent
Total Establishments with PIPs	14,774	
Reduce Cost	10,706	72.5
Work Accidents/Injuries/Diseases	7,446	69.5
Wastage	6,044	56.5
Personnel Downtime	4,732	44.2
Process Cycle Time	4,264	39.8
Machine Downtime	3,697	34.5
Rework	3,546	33.1
Improve Product/Service Quality	10,777	72.9
Skills Training	9,665	89.7
Technology	6,181	57.4
Innovation	5,481	50.9
Reduce Complaints	9,891	66.9
Basic Customer Service	7,361	74.4
Queuing Time	4,927	49.8
Product Delivery	4,920	49.7
After Sales Service	4,405	44.5
Product Returns	4,154	42.0

Notes:

1. Sum of details is not equal to 100% due to multiple response.

2. Percentage of the program objectives were computed as shares of the total number of establishments with PIPs while percentage of the sub-objectives were computed as shares of each program objectives.

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

Table 7. Number and Percentage of Establishments with PIPs and Gainsharing Schemes/Practices by Type of Gainsharing Schemes/Practices, Philippines: 2021

Total Establishments with PIPs	Number of Establishments with Gainsharing Schemes/Practices	Type of Gainsharing Schemes/Practices							
		Gainsharing				Profit Sharing			
		Cash		Non-Cash		Cash		Non-Cash	
		Number	%	Number	%	Number	%	Number	%
14,774	5,438	3,596	66.1	1,844	33.9	618	11.4	312	5.7

Notes:

1. Sum of details is not equal to 100% due to multiple response.

2. Percentage of the type of gainsharing schemes/practices were computed as shares of the total number of establishments with gainsharing schemes and practices.

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

Table 8. Percent Distribution of Employees Benefitted from Gainsharing Schemes/Practice by Sex and Type of Employees, Philippines: 2021

Sex/Type of Employee	Number	Percent
Sex	656,493	100.0
Male	361,703	55.1
Female	294,790	44.9
Type of Employee	656,493	100.0
Managers/Executives	28,753	4.4
Supervisors/Foremen	56,499	8.6
Rank-and-File/Production Workers	571,242	87.0

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

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Table 9. Number and Proportion of Establishments Employing 20 or More Workers that Adopted Work-from-Home Arrangement by Major Industry Group, Philippines: July 2021 to June 2022

Major Industry Group	Total Establishments	Number of Establishments that Adopted WFH	
		Number	Percent
ALL INDUSTRIES	36,342	9,822	27.0
Agriculture, Forestry and Fishing	1,125	140	12.4
Mining and Quarrying	165	39	23.6
Manufacturing	6,213	1,169	18.8
Electricity, Gas, Steam, and Air Conditioning Supply	296	147	49.7
Water Supply; Sewerage, Waste Management, and Remediation Activities	376	162	43.1
Construction	1,238	296	23.9
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	10,198	1,825	17.9
Transportation and Storage	1,302	358	27.5
Accommodation and Food Service Activities	3,620	358	9.9
Information and Communication	865	506	58.5
Financial and Insurance Activities	1,855	728	39.2
Real Estate Activities	676	247	36.5
Professional, Scientific, and Technical Activities	752	352	46.8
Administrative and Support Service Activities	2,530	1,128	44.6
Education Except Public Education	3,234	2,037	63.0
Human Health and Social Work Activities Except Public Health Activities	1,365	244	17.9
Arts, Entertainment and Recreation	251	50	19.9
Other Service Activities Except Activities of Membership Organizations	280	37	13.2

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

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Table 10. Number and Percentage of Establishments Employing 20 or More Workers that Adopted Work-from-Home Arrangement by Performance Monitoring System Implemented, Philippines: July 2021 to June 2022

Performance Monitoring System Implemented	Number	Percent
Total Establishments that Adopted WFH Arrangement	9,822	
Weekly Progress/Accomplishment Reports	6,693	68.1
Conduct of Regular Meetings and Feedback Sessions	4,704	47.9
Work Computers with Online Productivity Trackers	1,977	20.1
Monitoring Sales Output	1,336	13.6
Internal Performance Audit	1,176	12.0
Customer Feedback Through Satisfaction Surveys	912	9.3

Note: Sum of details is not equal to 100% due to multiple response.

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

Table 11. Number and Percentage of Establishments Employing 20 or More Workers that Adopted Work-from-Home Arrangement by Challenges Encountered, Philippines: July 2021 to June 2022

Challenges from Adopting Work-from-Home Arrangement	Number	Percent
Total Establishments that Adopted WFH Arrangement	9,822	
No or Intermittent Internet Connection	5,907	60.1
Difficulty in Monitoring Employee Performance	3,939	40.1
Difficulty in Communicating with Employees	2,894	29.5
Difficulty in Addressing Customers' Concern	1,552	15.8
Lack of Capability or Readiness to Use WFH Technologies	1,281	13.0
No Access to IT Tools/Applications and Lack of Equipment	1,255	12.8
Unclear Policies on WFH Arrangements	1,131	11.5
Cyber Security Threats/Issues	883	9.0

Note: Sum of details is not equal to 100% due to multiple response.

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

Table 12. Number and Percent Share of Establishments Employing 20 or More Workers that Adopted Work-from-Home Arrangement by Willingness to Continue Implementing WFH on a Permanent Basis, Philippines: July 2021 to June 2022

Willingness to Continue Implementing WFH on a Permanent Basis	Number	Percent
Total Establishments that Adopted WFH Arrangement	9,822	100.0
No	6,236	63.5
Yes, On a Smaller Scale	1,883	19.2
Yes, As Currently Implemented	1,586	16.1
Yes, On a Bigger Scale	117	1.2

Source: Philippine Statistics Authority, 2021/2022 Integrated Survey on Labor and Employment (ISLE).

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