

**DIGNADICE, MILAGROS V. "The Employment of Women in Certain Financial Institutions in the City of Iloilo." M.B.A. Central Philippine University, 1974.**

The objective of this research was to study the practices on employment of women in financial institutions in the City of Iloilo. The result of this study would be valuable to the institutions, the women, educators, and the economy as a whole.

Specifically, this research attempted to seek answers to the following questions:

1. What age levels, civil status, academic preparations, and/or experience do financial institutions desire in women they hire?
2. What are the salary rates in different companies, and what benefits do they offer to women?
3. Are there opportunities for

promotion for women employees in the financial institutions?

4. What is their rate of labor turnover?

5. What are their problems in relation to their jobs?

To answer the questions posed, two sets of structured questionnaires were designed to obtain the necessary data. One set was for the women employees, which asked for practices on (1) hiring, (2) salary and benefits, (3) promotion opportunities and (4) problems in relation to their work. A separate schedule was prepared by the researcher for the gathering of data concerning the labor turnover of women.

The other set was for the executive, designed (1) to gather data which could not be furnished by women employees because these were about management functions; (2) to get an evaluation in general of the job performance of women employees; (3) to know the problem of executives in relation to the women employees; and (4) to check on the information given by the women by giving both groups identical questions for example in the matter of benefits granted by the company. In cases of contradictory answers to an identical question, the researcher decided to count as awarded only those benefits about which at least one-half of the total women employees in an individual financial institution agreed in answer with their own executive.

There were thirteen financial institutions employing women and operating for at least three years in the City of Iloilo. These were all included in the study. The institutions were categorized as to (1) size: small, medium, or large on the basis of the number of employees and (2) type of ownership: private, and public and quasi-public. Each institution was represented by one ranking executive, all of whom returned their filled-in copies of their questionnaire.

In these financial institutions there were 120 permanent women employees who served in different categories of management. They were all included in the study; however, only 103 or 86 per cent, responded.

The data obtained were tabulated, treated statistically, presented in various tables, analyzed, and interpreted to determine the practices of financial institutions as regards the employment of women.

This study gathered information regarding the practices in the employment of women in financial institutions in the City of Iloilo. Based on the findings of the study, the conclusions reached were presented in two sections: (1) those based on the analysis of the responses of the women personnel, and (2) those based on the analysis of the responses of the executives.

## CONCLUSIONS

Conclusions reached, based on the analysis of the responses of the women personnel.

1. In all categories of financial institutions in the City of Iloilo; the women comprised about a fourth of its total labor force. The financial institutions in Iloilo City tended to employ more males.

2. In all categories of financial

institutions, a great majority of the women, specifically 88.4 per cent, were performing nonsupervisory work. In comparison, only 11.6 per cent were in the supervisory level.

3. Financial institutions tended to hire women in their early twenties (20–24) age level; these usually are single, holders of the degree of Bachelor of Science in Commerce, and with work experience. Only the medium, private institution tended not to consider experience strongly in the hiring of women.

4. Financial institutions tended to pay good salaries. The private institutions tended to pay significantly higher salaries than the public and quasi-public ones. However, the median salary of the women in the supervisory rank did not differ significantly from the median salary of those in the nonsupervisory category.

As to benefits, the financial institutions tended to award several expensive benefits. The large, public ones and the medium private institutions tended to award more, and costly, benefits to their women personnel. The women in the nonsupervisory ranks seemed to enjoy the same type and number of benefits as those in supervisory ranks.

5. Promotions were not wanting

in all categories of financial institutions. The number of promotions were not related to tenure, but promotion and seniority were found to be highly associated.

6. Women personnel in financial institutions on the average tended to have low labor turnover rate. Large (private and public) institutions tended to have the lowest labor turnover rates.

7. The women in financial institutions tended to have no problems in relation to their work as revealed in the trend of their responses to the sixteen questions asked in the questionnaire. The women personnel in financial institutions in Iloilo City seemed to be satisfied with their jobs, felt duly recognized or credited for work done, had meaningful jobs, had opportunities for advancement, enjoyed relatively good working conditions, enjoyed congenial relationship, and had confidence in the competence of their leaders.

In summary, one may conclude that the organizational climate of financial institutions was favorable and satisfactory.

Conclusions reached based on the analysis of the responses of the executives of financial institutions:

1. Recruitment Practices. All financial institutions tended to rely

on unsolicited letters of application as a major source of office help. Recommendations of present employees, of relatives and/or friends, and of schools and colleges are the second important sources of office personnel for the small institutions.

2. Selection Practices. Financial institutions tended to consider age, personality, interview, and tests basic for hiring. Civil status, experience, and recommendation are other important bases for selection.

On the whole financial institutions tended to hire women in their early twenties who are single, with "personality," and with adequate academic training.

3. Employment Status. Financial institutions adopted the six-month probationary period. A new appointee acquired permanent employment status and was entitled to enjoy the benefits granted by the institutions only after six months of good performance.

4. Criteria of Promotion. Financial institutions tended to adopt efficiency and seniority as principal criteria for determining promotions.

5. Evaluation of Job Performance. Financial institutions rated the performance of their women employees as good or even better.

6. Problems Relating to Women

Employees. The responses of the executives to the twenty questions asked in the questionnaire, asking about causes of problems, tended to reveal that the women were interested in their jobs; usually followed orders; were usually conscientious in their work, satisfactory in their attendance; usually made sure that their equipment was in good condition; usually had good working knowledge of their job; usually maintained neat and clean working space; were usually cooperative, truthful, honest, and loyal; had high personal standards; were usually dependable and reliable; usually met schedules; could usually get along well with co-employees and other people; usually showed good judgment and emotional stability.

Similarly, on the other questions, the executives responded favorably. The executives indicated that their women employees were not complaining about the treatment accorded to them, did not usually pass the buck to other employees, and did not usually go on maternity leaves when married.

It was only in two items that the women were considered problems: They usually made personal telephone calls, and they usually found time to gossip.

In summary, financial institutions seemed to be ideal places for women to seek employment. The difficulty is in getting in; but once they are in, women found the institutions ideal places to work.

## RECOMMENDATIONS

Based on the observations and conclusions, the following recommendations are suggested:

1. For the school guidance service. It is suggested that the school guidance service advise girls who wish to work in financial institutions that they should obtain a college degree preferably Bachelor of Science in Commerce; try to get in when they are in their early twenties and are still single. Furthermore, the girls should take up personality development courses. If no such courses are offered, personality development should be integrated in their college training, as well as the ability to "sell" their services in application letters and in interviews.

2. For financial institutions. Financial institutions should increase the participation of women in their work force.

Recommendation for further studies. The following are suggested for further research:

1. A study of the employment of women to include other labor markets in the City of Iloilo.

2. A comparative study of the salaries and benefits of the supervisory and nonsupervisory women employees in the financial institutions and those of women in other labor markets.

3. A comparative study of the rates and causes of labor turnover of men and women employees in financial institutions and those of employees in other labor markets.

4. A larger study of the employment of women in financial institutions, to include the whole Western Visayas.