



Graduate School of Development Studies

**HEROES OR LOSERS:  
RETENTION OF HIGHLY SKILLED  
PROFESSIONALS IN THE PHILIPPINES**

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## **Abbreviations and Acronyms**

AD	Administrative Division
BSP	Central Bank of the Philippines
CFO	Commission on Filipinos Overseas
CHED	Commission on Higher Education
CO	Central Office
DOST	Department Of Science and Technology
DOST-SEI	Department Of Science and Technology's Science Education Institute
EMD	Engineering and Maintenance Division
EU	European Union
FDI	Foreign Direct Investment
FO	Field Office
GOP	Government of the Philippines
HRMS	Human Resources Administration
ILO	International Labour Organization
JICA	Japan International Cooperation Agency
FFB	Flood Forecasting Branch
FMD	Finance Management Division
KOICA	Korean International Cooperation Agency
OCW	Overseas Contract Workers
OD	Office of the Director
OFW	Overseas Filipino Workers
OJA	Offered Job Abroad
OWWA	Overseas Workers Welfare Association
MOTC	Meteorologist Observers Training Course
MTC	Meteorologist Training Course
NELM	National Economic Labor Migration
NOJA	Not Offered Job Abroad

NSO	National Statistics Office
PAGASA	Philippine Atmospheric Geophysical and Astronomical Services Administration
POEA	Philippine Overseas Employment Administration
RA	Republic Act
UNDP	United Nations Development Population
US	United States
WB	Weather Branch
WB	WordBank

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## **I. Introduction**

### **A. Aim /Problem**

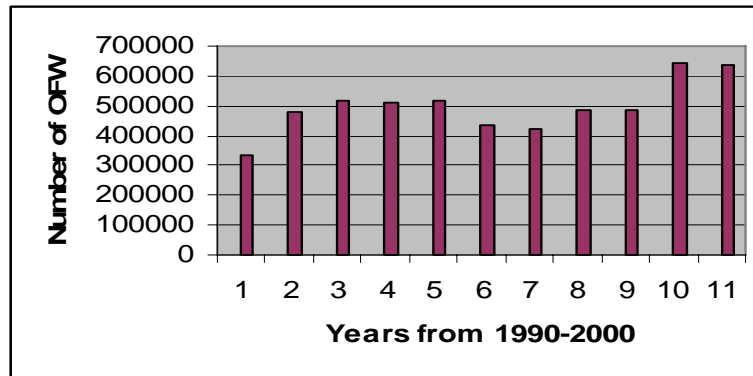
This research is critically concerned with the reasons why highly demanded skilled professionals such as engineers remain in the Philippines after being offered to migrate.

*'Philippine overseas migration has become a pair of crutches for the local economy, serving two main objectives- to ease to unemployment situation and to generate foreign incomes to fuel the faltering economy as a safety valve for domestic unemployment and aspiration of educated workers for higher wages' (Wickramasekera, 2002:8).*

To solve the problem of unemployment during the Marcos era in the 1970s, the Philippine government created an agency known as the Philippine Overseas Employment Administration (POEA) to assist and process the migration of workers. Globally, the Overseas Contract Workers (OCW) fills in the demand for low salary and labor.

In 1992, the Philippine government made a tribute to Overseas Filipino Workers (OFW) by referring them as the modern day heroes (*bagong bayani*) in helping the Philippine economy (Batistella and Paganoni, 1992:74). Remittance is also a big factor that helps the Philippine economy. In 2006, the World Bank (WB) recorded a 15 billion dollars remittances which is greater than the Foreign Direct Investment (FDI) of 2 billion dollars. Furthermore in 2007 it reaches 14 Billion dollars which has been recorded by the Central Bank of the Philippines (BSP) as a great source of foreign exchange (Wescot and Brinkerhoff, 2006) than the total foreign direct investment or foreign aid (Burgees and Haksar 2005:4). This makes the Philippines as one of the major exporter of labor (Burgees and Haksar, 2005:3).

Chart 1 OFW new hire from year 1990-2000



The fast trends brought about by globalization and liberalization increases the migration of Filipinos in different countries. In the records of United Nations Population Division (UNPD) in 1990 there are 164, 443 stock of migrants and increase to 322, 471 in 2000. Philippine government dilemma between promotion and protection of migrants was encountered with the abuses and death of migrant workers like the <sup>1</sup>Flor Contemplacion case, who worked as a household helper in Singapore ‘became an icon for the plight of OFW caused by labor-export policy of their state and its failure to safeguard the rights of the workers who are so crucial to the nation’s economic development’ (Cheah, 2006:235). This shifts former President Ramos to approve the policy on Republic Act (RA) 8042 (Migration Workers and Overseas Filipinos Act 1995) stating that ‘(g) The State recognizes that the ultimate protection to all migrant workers is the possession of skills. Pursuant to this and as soon as practicable, the government shall deploy and/or allow the deployment only to skilled Filipino workers’ to be able to protect themselves. Nevertheless the increasing number of Filipinos wanting to work abroad makes way for the government to allow also the private sectors to process recruitment of migrants. In 1990 there were 446,095 skilled OFW

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<sup>1</sup> Flor Contemplacion is a domestic worker in Singapore who was sentenced to death by hanging for the murder of her friend Delia Maga. Although evidence of crime pointing to the employer of Ms. Maga the execution fury the Filipinos and blamed the government for the mistrial. This created a gap between the Philippines and Singapore Government at that time. (Romero, 1999:43-44)

workers. Now it consists of 1,070,192 skilled workers making the Philippines as the second largest exporter of human capital next to Mexico (Ozden and Schiff, 2006). In developed countries such as Canada and New Zealand, migration rules and qualification requirements focus on <sup>2</sup>highly skilled workers wherein a Point System is used on highly educated and skilled workers making it easier for the skilled occupational group such as Engineers to qualify.

Another factor is surplus of labor that provides the government a way out to resolve economic problem by investing in migration of highly skilled workers. A problem in macro economic level but individual reasons can also be a factor why workers migrate to developed countries such as the lure of problem in working conditions, career growth and wages. Comparing with the poor working conditions in certain government sectors like rural hospitals and dilapidated facilities (ILO, 2005). Career growth in government sector is different in private sectors where they can go for higher salaries and request or bargain their salary as they increase their capabilities. Under government sector there is hierarchy one can move to a higher position if there is vacant position, if not that person has to wait for the others to retire or to resign. Indicating slow career growth and increase in job description.

High skilled labor migration and international service provision have grown to a point where negative effects of this <sup>3</sup>brain drain become visible drastically (Villalba, 2002). The 2007 yearbook on labor statistics in the Philippines indicate sudden drop of enrollees in Engineering and Technology with 367,514 in 2003-2004 to 159,167 in 2004-2005. Also, based on labor statistics in 1993 indicate a deployment for Professionals and Technical Workers was 64,830 while on 2002 97,448 this indicate an increasing in

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<sup>2</sup> Highly Skilled Workers are those who possess tertiary qualifications or equivalent level of experience in relation to Science and Technology and professionals (OECD Cranberra Manual, 1995).

<sup>3</sup> Brain drain is the emigration of individual with considerable skills or educational attainment either long term or permanent the country of origin loses its original investment in education and training of migrants hinder by lost of the best and the brightest (IOM, 2003:29).

demand for skills. Moreover, 'the Philippines have become so successful as a labor exporter that it has failed to develop and strengthen development processes' (MPI, 2006). In view of this, the government must also look into the aspects of protecting the interest of the general public in providing accurate, timely and beneficial services to the public.

There are a lot of advantages of migration such as the unemployment issues, career growth and remittances, also some countries such as the Philippines and Korean government support and promote labor migration. However there are also disadvantages that can be derived from migration, such as problem in brain drain and shortage of the highly skilled professionals. In lieu of this the government must also look into the aspect of the affects in the rampant increase in migration since the loss on highly skilled professionals is costly in developing countries, not just in skills shortage but also the fiscal cost for educational funds.

## **B. Research Question**

Recently, much academic research was highlighted on migration, remittances and their receiving countries and very few are given emphasis on brain retention and the impact of brain drain in sending countries (Cellini, 2007). This study will provide understanding and knowledge on the reasons why highly skilled and in demand professionals who are offered to migrate retain in the Philippines. It will also identify the possible factors that are considered by an individual in choosing to migrate or remain in their current work. Thus, this will assist policy makers on how to promote and protect the public interest from brain drain of the highly in demand professionals and for promotion of national progress.

The problem now exist as to how can a developing country such as the Philippines who is consider as the one of the main exporter of labor be able to retain its skilled workers specially the engineers who are highly in demand abroad.

In light of the increasing demand on migration of the highly skilled professional this research attempts to answer the following questions:

- What are the factors that prevented the migration of the highly skilled professionals?
- What lessons can be learned from preventing brain drain?

### **C. Scope and Limitation**

Every study has its own limitations, given the limited time, resources and Philippines as an archipelago will be impossible to get the whole population of the respondent with the same criteria and only the perspective of the mentioned engineers has been studied and analyzed. In this study the focus is to determine and explain the factors in retention of the highly skilled professional in the Philippines specifically the graduates of engineering who have undergone training or finished Master's degree in Meteorology that are employed in Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA) assigned at central office. Theories are discussed in search for the answers on the reasons for retention, however the focus of these theories emphasize on the receiving countries and remittances that leads the researcher to search on empirical findings to be able to explain and analyze the factors that facilitate the retention of the Engineers. Also, pertinent statistical data, survey and interviews are used to examine this study for the benefit of the agency, sending countries and assistance to the policy makers. Furthermore, the hectic schedule of the respondent cause by the rainy season which is the busiest time in the Agency made it difficult to interview all those who are offered and rejected the offer to migrate. Moreover, it also limits the researcher cause by limited literature and studies that concentrate on the retention of highly skilled professionals of the sending countries.

### **D. Paper Structure**

The paper consists of six chapters. After the introduction, the second chapter discusses the background of the study based on Philippine migration history and the currents trends of increasing migration and 'pull' factors. Literature reviews and analytical framework consist of chapter three focusing on migration theory, empirical studies and the analytical framework outlining

factors of retention. The fourth chapter analyzes and describe the research methodology discussing the approach, research techniques, sampling, items, sample description and main features and the methods of data analysis. Data analysis is discussed in chapter five detailing the factors of retention. While in chapter six findings and conclusions are discuss including the summary of findings and the policy implications.

## II. Background

### A. Migration History of the Philippines

The Philippines have an extensive history of migration ‘dating back before the Spanish occupation [that] attested the geographical mobility of Filipinos’ (Go: 2000). During the Spanish colonial period overseas migrants consist of young men either students or refugees escaping from revolutions and persecution (*ibid*). In the American colonial period, it consisted mostly of student with scholarship grants. The 1920s to 1930s indicated the birth of international contract of labor migration, from the Philippines to Hawaiian pineapple plantation and fruit farms in California.

In the 1970s, the major migration boom was in the Middle East concentrating on construction from the mid 1960s to 1980s under the dictatorship of Ferdinand Marcos. During this time the government established in arranging recruitment, marketing and welfare to the Overseas Filipino Worker (OFW). Triggered by the sudden demand and increase of migrant flows, the government established the Philippine Overseas Employment Administration (POEA). However, the act in 1980 limited the authority of the POEA by addressing only on “government to government arrangements” in migration and relinquished total control of the overseas employment on recruitment and placement to the private sectors (Batistella and Paganoni, 1992: 74; O’Neil; 2004). According to Go (2000), Batistella and Paganoni (1992:18-19,71) the massive outflow of the Filipino workers are brought about by “push” factors on the poor economic performance, political issues, and unforeseen natural and man made calamities which continue to relieve the unemployment problem by absorbing excess domestic labor and to bring in foreign exchange.

In the presidency of Corazon Aquino (1986-1992), OFW is recognized for its vital role and honour as the “new heroes” (*bagong bayani*) for the sacrifices they made and the remittances provided that became a big contributing factor to help the Philippine economy. However during the Ramos (1992-1998) administration the rampant problem on OFW security and welfare was given

importance and the implementation of Republic Act (RA) 8042 or Migrant Workers and Overseas Filipinos Act of 1995 was enacted that states “[t]he State recognizes that the ultimate protection to all migrant workers is the possession of skills. The government shall deploy and/or allow the deployment only to skilled Filipino workers”. Although these create critiques however, the deployment of low skilled such as household helper still continues with the prerogative of the private sectors and the amendment of the RA later on. Through the increasing demand for OFW the government created several agencies to assist the migrant such as the <sup>4</sup>Overseas Worker’s Welfare Administrations (OWWA) assigned to protect and promote welfare and well beings of OFW and its dependents while the <sup>5</sup>Commission on Filipinos Overseas (CFO) provides assistance to the President and the congress in formulation of policies and measuring concerning Filipino overseas.

Under President Arroyos’ administration (2001-present), the <sup>6</sup>target is to send 1 million workers every year (Filipino Ties, 2004:1), based on POEA statistical records from January 1 to November 24, 2006 a total of 1,011,138 workers were deployed surpassing the target number which is consider as one of the strategy for employment generation. One cannot simply disregard the amount of remittances received though the OFW, quoting the World Bank Global Development Finance (2003) that states “remittances are now the second largest source of external funding for developing country”.

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<sup>4</sup> [www.owwa.gov.ph/page/about\\_us/](http://www.owwa.gov.ph/page/about_us/)

<sup>5</sup> [www.cfo.gov.ph/functions.htm](http://www.cfo.gov.ph/functions.htm)

<sup>6</sup> [www.cfo.gov.ph/filtiesmayaug2004.pdf](http://www.cfo.gov.ph/filtiesmayaug2004.pdf)



## **B. Increasing Migration and “Pull” Factors**

The fast trends brought about by globalization and liberalization increases the migration of Filipinos in different countries. De Wenden (2007) cited that “pull” factors are the number one reason that drives the migrants to other countries. Current trends today focus on recruiting the best and the brightest making the highly skilled professionals in demand abroad. Recently countries such as Canada, Australia and New Zealand open its borders to the skilled migrants with new and renovated programs called Point System. This system used a criteria based on points in which there are corresponding category with equivalent points that are later added to access if the person qualifies for a skilled migrants category. While, United States (US) uses <sup>7</sup>HB-1 visa on shortage for occupations such as accountancy, computer programming, education, medicine and engineering<sup>7</sup> (Goldin and Reinert, 2007:161).

‘Philippines as the third largest source of immigrants in Canada with 15,000 to 20,000 Filipinos arriving each year’, [signed a bilateral agreement with the Philippines for recruiting the Filipino skilled professionals] last February 2008 (Canadian Embassy Website; Inquirer June 2008). While, Canada’s migration policy focus previously on family reunification, today it is concentrated on skilled workers and their dependents (Alarcon, 2007:250). <sup>8</sup>Six main factors are used as criteria for skilled workers namely; education, ability in English or French language; work experience; age; arranged employment in Canada; and adaptability

Almost one third of all immigrants in Australia are from Asia with China, the Philippines and India among the largest source countries (IOM; 79-

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<sup>7</sup> HB-1 Visa is a non-immigrant visa, which allows a US company to employ a foreign individual for up to six years to be used for staff in "speciality occupations", which require a high degree of specialized knowledge [www.workpermit.com/us/us\\_hb1.thm](http://www.workpermit.com/us/us_hb1.thm)

<sup>8</sup> [www.cic.gc.ca/english/immigrate/skilled/apply-factors.asp](http://www.cic.gc.ca/english/immigrate/skilled/apply-factors.asp)

82). Australia's largest increase on temporary migrants was half million since the shift of their migration programs (IOM; 106). Latest statistics indicate that '60% is allotted to permanent skilled and business migration, 40% on family migration which three-fourths (3/4) of which compromise spouse, dependent children and close relatives' (IOM: 106). Although maintaining its commitment on family reunification today's focus is on skilled migrants. (ibid).

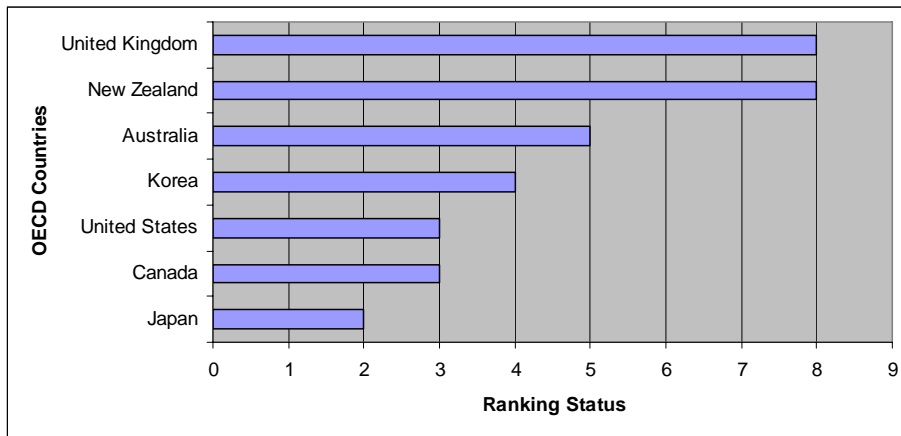
While, New Zealand granted 27,429 temporary work permit in 2003-2004 to fill in the identified skills shortages in workforce (IOM; 106). [The] immigration programme is also set on a planning cycle of three (3) years with major focus on skilled and business immigrants. In 2003-2004 the level of approval as set at 45,000 -50,000 per annum with 60% of which are reserved for skilled/business stream (*ibid*). As a response to criticism on Residence Permit, nine (9) months extension is given to find a job rather than six (6) months and an additional three (3) months to get to New Zealand (Migration Information Source: December 2007).

Aside from point system "Blue Card" Scheme was proposed by the European Commission for the admission of highly qualified non European Union (EU) citizens with professional qualification and have existing contract with his employer at any EU member ( Migration Information Source: December 2007). This clearly imply that Europe is open for skilled migrants specifically to 20 million skilled workers with expertise on engineering and computer technology (Migration Information Source: December 2007; BBC News: October 2007).

Also, foreign outflows in 20 OECD countries in 2006 indicate that 60% of migrants come from top five countries in which Philippines rank as number five. Moreover, Chart 1 indicates the inflows of top ten nationalities in which seven OECD countries namely Japan., Canada, United States, Korea, Australia, New Zealand and United Kingdom indicate Philippines as one of the top ten migrants in which, rank one is consider as the most number of

migrants while ten as the least. Also, the ILO International Migration Database on immigration outflow in the Philippines mention USA, Canada Japan and Australia as the top destination.

**Chart 2**  
**Ranking of Inflows of Filipino Migrants in Selected OECD Countries, 2008**



Source: Compiled data based on OECD International Migration Outlook 2008 (flow data of foreigners)

*‘Although this program provides migrants with explicitly temporary visas many of them offer migrants with the possibility of eventually gaining the right of permanent residence. As such the extended nature of many highly skilled migration programs distinguishes them from low skill programs, which ordinarily explicitly aim to prevent any adjustment by migrants to permanent status’ (Goldin and Reinert, 2007:162).* Through this assessment highly skilled professionals such as engineers can easily qualify for a permanent residence in such countries.

Philippine Government estimates for mid-2004 points to around 7 million OFW abroad and an annual outflow of contract labourers at around 44,000 (IOM:82). However, this can be elaborated with the previous “push” factors that is mention by Go (2000) and Batistella and Paganoni (1992) such as poor economic performance and inadequate economic opportunity with resulting

unemployment. Even though this was also mentioned by IOM and Unladkabayan (2006) it also mentions other factors such as rapid population and poor working conditions that also contribute to encourage the outflow of these skilled professionals. At the same time 'pull' factors are also cited like the labor shortfalls and ageing population in more industrialized countries, higher wages and continuing need for workers (*ibid*) these indicate that factors change through time based on countries economic performance.

Dependence on labor migration and international service provision has grown to the point where there are few efforts to address domestic labor problems (Villalba, 2002, Wescott and Brinkerhoff, 2006: 92). Also, the Commission on Higher Education (CHED) states that 'there is a significant increase in the migration of selected professionals specifically in the field of education, health/medicine, computer technology and [specifically] engineering,' (SIDA, 2007). However, with the increasing demand for engineers even in Asian countries like Malaysia and Singapore and the drop of enrollees taking up Engineering courses makes it harder to entice graduates of this course.

Citing from the name given by the former president Corazon Aquino that OFW workers are the new heroes (*bagong bayani*), in view of this, will this indicate that those who remain in the Philippines are the losers since the highly competitive and skilled are already out searching for which country to emigrate? Or are the ones who remain in the Philippines are the heroes, who are willing to sacrifice themselves in the service of the country?

### **C. Filipino Values and Migration**

<sup>9</sup>The word culture comes from the Latin word '*colore*' meaning to 'cultivate'. Majority of Philippine population is bound together by common values and a common religion. Filipinos have strong regards for family which provide

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<sup>9</sup> [www.librarycongress.com](http://www.librarycongress.com)

strength to a member. Extended family is evident in the Philippines based on values and with high regard and respect to the elders.<sup>10</sup> Children at the early age they are taught to respect the elders including other members of the family. They are also expected to spend the remaining time of their old parents by taking care of them since children feel indebted and it serves as a way of serving as gratitude in exchange of taking care of them when they are still young and for educating them.<sup>11</sup> That is why in the Philippines the old age nursing institution is not widely accepted by most of the Filipinos and sending their old parents in these institutions makes the children look ungrateful and disrespect the elders.

<sup>12</sup>Other positive traits are strong religious faith, respect for authority and high regard for '*amor propio*' (self esteem) and smooth interpersonal relationship. It is based on the special honour paid to elder members of the family and by extension to anyone in position of power. Filipinos are very considerate on their self esteem and when insulted by can create misunderstanding. Nevertheless they are also sensitive to the self esteem on others and provide high regard on others. .

Social organization such as kinship is mostly common and evident in the individual. This usually starts with the nuclear family wherein loyalty is greatly evident in the immediate family that is usually sealed by allowing or inviting the others to be the godparents or sponsors like in baptism, confirmation and marriages (Gorospe, 2008). 'Usually this social organization is used to facilitate to get a job or educated as a "gift" that are called "*utang na loob*" (indebtedness) (*ibid*). Wherein the person being gifted is already initiate a long term reciprocal interdependency in which the grandparents can expect help at anytime and anyhow in the debtor if such need arises.

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<sup>10</sup> <http://countrystudies.us/philippines/41.htm>

<sup>11</sup> [www.mchb.org/HealthAndCulture/FilipinoHandOut.htm](http://www.mchb.org/HealthAndCulture/FilipinoHandOut.htm)

<sup>12</sup> [http://www.crvp.org/book/Series03/III-7/chapter\\_vi.htm](http://www.crvp.org/book/Series03/III-7/chapter_vi.htm)

Today, family has been adversely affected by overseas employment in the Philippines. ‘Filipinos, as many respondents claim, would naturally work in the Philippines if employment opportunities existed’ (Asis, 1992). Working overseas entails a lot of sacrifice for migrant workers and their families. Result from the survey conducted indicates that the respondents believe that ‘many broken homes result from the extended separation’ (Batistella and Paganoni, 1992:86). Also loneliness, cultural adjustment (particularly worrisome...) and anxiety about family left behind are the major problems encountered by the migrant workers (*ibid*). Moreover, negative effect on the culture and nationalism of the Filipinos based from the survey conducted on children of OFW indicates ‘that children regard their parent as a model and wanted to work also overseas’ (*ibid*).

#### **D. Brain drain**

There are different way in which term brain drain can be explain but the common factor among all the definition with this regards is that it is associated with the migration or loss of the highly skilled workers during its productive years (Goldin and Reinert, 2007:172)

“Variety of causes for immigration is closely related to the current social and political environment ...” (Horvat, 2004: 76). Poor economic situation alone is often enough to motivate people to leave. According to Olssen bad governance also plays a role of migration on highly skilled persons. This may have many former honest civil servants refusing to be corrupted, lack of freedom to speak ones mind, especially for civil servants and promotion based n unprofessional criteria” (Horvat, 2004). Government have fewer incentives to provide internationally applicable education to fuel [professional such as] engineers.”(Docquier, not dated). Migration of professionals is prompted not only by the salary differentials but also the opportunities to develop their careers and keep abreast of their chosen field of knowledge’ (Stalker,2000 :107).

“Gallard explains that there are definitely no quick fixes to stop brain drain- because success depends very much on the level of economic, scientific and technological development of each country and on political leaders taking a long term view on the whole thing”(Beine et.al, ; 3-4). “Long run negative impacts in capacity to innovate and adopt modern technologies” (Docquier, 2003)

Although migration is an advantage to an individual, in general it denotes a considerable loss to countries that have invested in workers training and skills (Stalker, 2000 :107). Migration also causes what is known as “brain drain” – the loss of skills associated to migration is a severe problem (Beath, 2007:151).

‘Migration can also have some harmful effects on those left behind. Some migrants may take their skills in critical demand. The loss of household, heads, innovators and leaders may also impose a broad range of social and political cost on families, communities, and even countries, undermining the social cohesion, dynamism and growth potential of the economy. A recent study by the Organization for Economic Co-operation and Development suggest that “immigration of the highly skilled workers may adversely affect small countries by preventing them reaching a critical mass of human resources which would be necessary to foster long term economic development. Migration also deprives governments of tax revenues depleting the quality of public services and preventing society from earning a return on money invested on the education of migrants. Whether migration positively or adversely affects those who do not migrate will depend upon which of the above factors are dominant.

### **Chapter 3 : Theories and Analytical Framework**

This chapter explores the concept of decision to migrate and the factors for retention of the highly skilled professionals. The first part focuses on migration theories used in understanding the migration decision. While analytical theory discusses the decision in retention through the use of empirical findings.

Neoclassical theory can be described as the rational choice, focuses in utility maximization, factor mobility and wage differentials (Erf and Heering, 1994:4; Massey et.al, 2006:17; Stalker, 2000:131). This consists of micro and macro approach, the micro approach is the result of the individual decision to improve well being while macro is based on disparity or inequality (Erf and Heering, 1994:4; Massey, 2000:22-23; Stalker 2000:131). However there are criticisms in explaining the reasons why in other countries people migrate while the in other countries few people move even though there are disparity and great difference in income, wages and levels of welfare. Second is the inefficiency to explain the differential migration this questions the number of out migration in other countries who have the same structure. A further critique is the political dimension which is not included in the theory. Also, the cultural determinant is not considered since it falls under the non economic factors that influence the migration decisions. While New Economic Labor Migration (NELM) pioneered by Oded Stark originate from the criticism of the micro version (neoclassical) by rational choice which focus on different actors such as the family or household and not on a particular individual.. NELM theory indicates that family strategy is not concentrated on maximizing income but on relative term such as minimizing the risk of unemployment or the loss of income. However NELM theory do not necessarily entail migration but underlines the importance of remittances and focus on whole family not just one person. In lieu of this the Migration Network Theory emerges focuses on a set of interpersonal relations that links migrants with relatives, friends or fellow country men at home that would help them in providing financial assistance, employment, accommodation that provide various support to

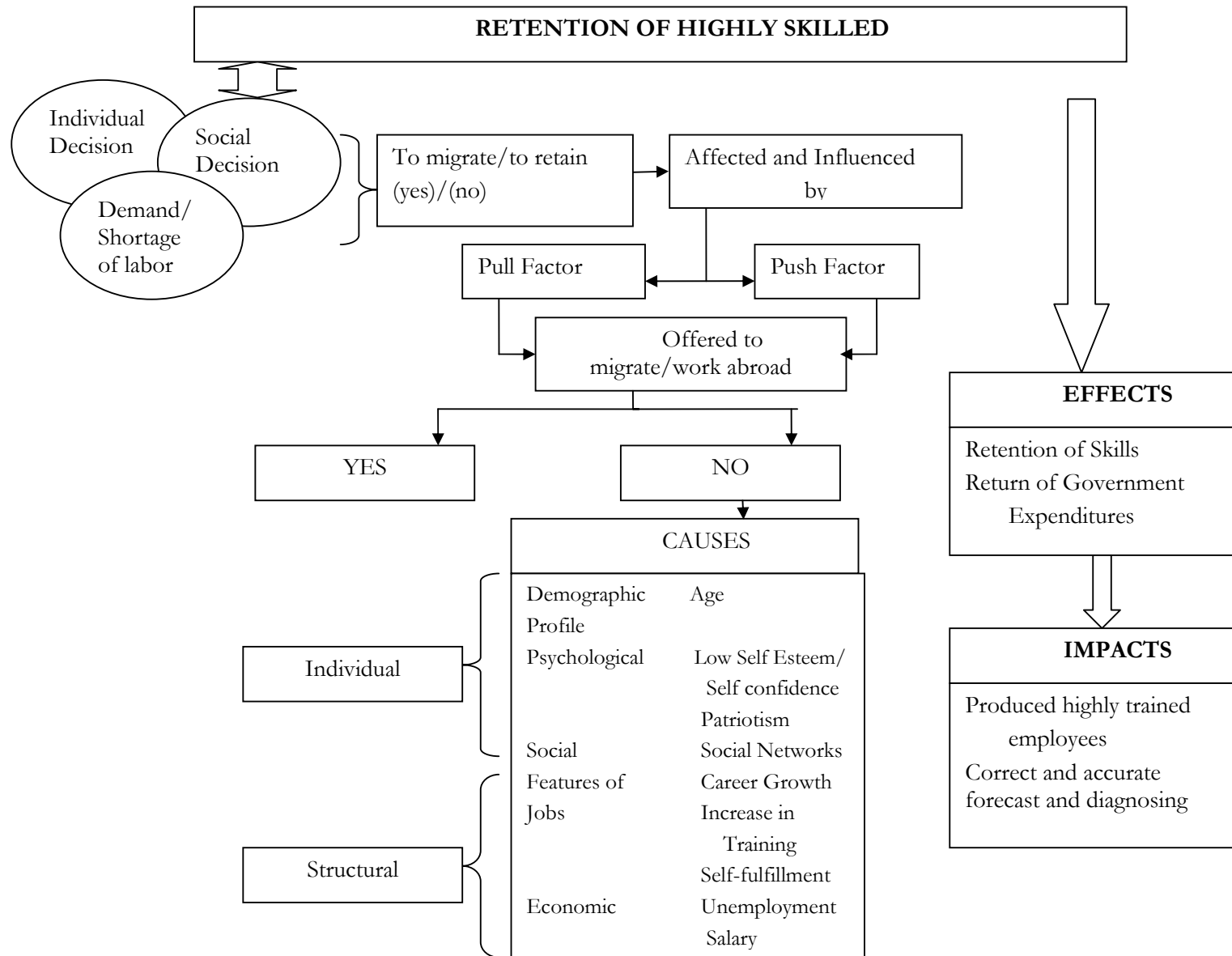


reduce the uncertainties, such examples are employment and high wages. Network theory considers relatives as the top factor in the chain migration.

Understanding and evaluating the theories presented indicate the aspects of migration but these cannot all can be answer by monetary exchanges some factor that affected and influence the decision to migrate at times leads to non monetary aspects such as job satisfaction and risk free decision uncompromising the security of the individual and its family. Although the theories explain the aspects of migration but only focus on a certain area however decision making cannot simply arrive with just looking at one of the factor but by the eclectic use of some parts of the theories that will assist and guide to explain the reason on retention of the highly skilled professionals.

### **3.2 Analytical framework**

Diagram 2 describes the process on how the aspects in different theories help and assist in analyzing the decision of an individual to migrate or turn down the offer. These presents the process on how highly skilled professional able to weigh down and arrive at a decision. In the decision making three (3) situations are considered, the individual decision from the neoclassical theory, social network from the new economic theory and the structural factors for the demand or shortage of the highly skilled professional. All these three aspects are considered to arrive on a decision either to migrate or to retain in their current position. These aspects are usually affected and influence by the push and pull factors. The push factors can be identified as working conditions, level of training and improvements, job security, access to information and unemployment issues. While the pull factors are the increase or double the salary and benefits, training opportunities, easy access or opening of borders specially to the highly skilled professionals. Moreover, these diagram explains the flow on several factors consider that will help and support for the retention of the highly skilled professionals based on individual and structural factors.



### **3.3 Factors of Retention**

*“Push from sending countries, while others underlines the pull factors from the receiving ones. Some look at the individual motivation, whether others look at the structures within which people make their migration decisions” (Stalker, 2000:131)*

There are a lot of reasons and factors in which a highly skilled professional decide to migrate on the other side there are also reason why an individual choose to stay in his country. Stalkers quote emphasis that to arrive in a certain decision a lot of factor are considered by the individual and other people that can be affected such as the family or household. The following factors enumerated are the factors considered to explain the reason for the retention of the highly skilled professionals. The first part consists of the individual factors namely: demographic profile (age), psychological aspect (low self esteem/self confidence, patriotism) and social aspects (social networks) while the second part is the structural factors which include features of the jobs (career growth, increase in training, and self fulfilment) and economic reasons (unemployment and salary).

#### **Demographic Profile**

##### **Age**

Age is also considered as one of the factors of migration or non-migration, ‘gross migration emphasize that the frequency and destination of migration is highly correlated to age’ ( Albuero and Abella, 2002) as the persons age increases along with skills the tendency to migrate decrease. Migration in developing countries such as the Philippines lose their young qualified workers abroad (Gabriel and Pellerin, 2008:101). Since younger age are highly motivated and less complicated in choosing a trade off between the propensity to maximize income or leaving their love ones. Making it easier to transfer and migrate to other country (Albuero and Abella, 2002; Rozenblatt and Sheaffer, 2001).

Pecoud and Guchteniere (2007:17) explain that such migration is brought about by the ageing population in the West that changes the description of flows in terms of skills, age and gender. Likewise, in countries such as Australia, Canada and New Zealand where the point system is used that provides points to the desired age and also allows the migration of the family of the highly skilled professionals. By the current change in trends makes it more attractive to migrate to such countries (Canadian Embassy, Australian Embassy). However, statistical data during the period of April to September 2007 indicates that 'more than half (55.2%) of the OFWs were below 35 years old, the largest number (24.5% of total OFWs) was recorded in age group 25 to 29 years' (POEA, 2008). However, the young age from 25 to 35 is not just the age for career advancement but a marrying age and preparing to create a family. Philippine National Statistics Office (NSO) in 2005 represent that the most number of marrying falls under 20-24 years old followed by 25-29 until 30-34 (updated May 2008). Indicating that the median age for female is 24 while age 27 for the male.

### **Psychological factors**

There are two factors considered under this area namely self-esteem and patriotism in which it is more on a perceptual basis. This factor is also considered to arrive in an individual decision to migrate or to remain in one's own country. It is assumed that with low self-esteem and high patriotism the risk of migration decreases.

### **Self Esteem**

Self-esteem is defined by various authors such as 'self-esteem is the individual overall positive evaluation of self'. There are two (2) dimensions identified by Cast and Burke (2002:1042) namely; 'competence is a degree which people see themselves as capable and efficacious; and worth is the degree in which the individual feel they are person to value'. Also, Baumeister explain that self-esteem is more of a perception than reality, it is 'how much value people place on themselves' (2003). He also differentiate high to low self-esteem, high self-esteem is considered as the 'highly favourable global evaluations of self' that

refers to 'one's appreciation of one's worth as a person, one's success and competencies also refer to as arrogant, grandiose, unwarranted sense of conceited superiority' (Baumeister et. al, 2003:). While low self esteem is the 'unfavourable definition of self with accurate well founded understanding of one's shortcomings and a person's pathological sense of insecurity and inferiority' (*ibid*). Also Rawls explain that 'self esteem is self respect and argue that without it nothing seems worth doing or if something have value for us, we lack the will to strive for it (Yanal, 1987). While Yanal (1987) explain that if the person believe he do not possess such qualities to perform or decide the plan then they feel worthless.

Self esteem also helps in building the person to trust and believe in his or her abilities. This indicates that person with high level of self esteem are able to pursue and with great confidence to achieve what they aim for. However, when an individual is subject to low self esteem the ability to believe in his capabilities are clouded by the his insecurities and lack initiative to challenge one self like in the case of migration which can brings high hope and great risk to others. This explanation was also supported by Hall (1971) when he proposed a psychological success cycle which link self esteem to involvement and goal commitment, indicating that a high self esteem leads the person to choose more difficult goals than her low self esteem counterpart.

Also self esteem when related to job indicates that occupational success might have boost self esteem. Findings indicate that high self esteem provides awareness in knowing when to quit, and in empirical studies indicate that self esteem is correlated to achieving more goals, more satisfaction with programs towards goals and able to adapt more self regulatory strategy. Furthermore Buhrmester et.al (1988) mention that people with high self esteem regard themselves with impressive superior skills and thus facilitates persistence after failure.

## **Patriotism**

Schatz (1999) define patriotism as a 'sense of positive identification with feelings of affective attachment to one's country. As nationalism is duty first before themselves (Brewer; Coleman & Facer, 2002: 254, Fredrickson and Hart ); it can also be define as an extensive love of all people within our political boundaries and the imperative that they must be protected with basic rights granted to them by the documents and by the combination of love of regime values and love to others. Public service motivation commonly associated with particular normative orientations is a desire to serve the public interest, loyalty to duty and to the government as a whole and social equity (Cast and Burke, 2002). Luther and Gulck explain that the nobility of greater objective of public service is the motive that drives from service to society would be more lasting than profit motives. Indicating that public service or public servants is an act also of heroism for it is a willingness to sacrifice to others.

“Comparative study by Blank identify a clear correlation that exist between wages and sectoral choice, involves more than wage comparison. The highly educated and more experienced workers as far as more likely to choose the public sector offsetting lower wages with rewards arising from the characteristics of their jobs” (Perry and Wise, 1990).

Students who graduate can make a decision to choose to work in a non profit, hierarchical or private sectors. Describing the decision maybe cause by disappointment experienced in pursuing his public or private interest. This simply describe the pattern and causes in which patriotism help and assist to retain the public servants. Considering their high patriotism even though the public servants are often overworked, underpaid and under appreciated they still continue their public service (Brewer et. al, 2002).

## **Social Networks**

Why migration mostly commence includes the creation of migrant networks and the intervention of recruitment agencies and other institutions

that promote migration (Stalker, 2000:132). “But just as important as communications networks are the human networks- the links between sending and receiving countries established by previous generations of migrants.” “Relatively few migrants, documented or otherwise, will travel without some contacts in their destination country, people who can arrange for compatriots everything from employment to housing. One of the most important functions of the network is to provide information. Regular home visits, as well as telephone calls, keep home communication abreast of the latest situation. A study of Filipino immigrants to the United States (US)’... found that the primary source of information about visas, and all the other immigration procedures was not the embassy or travel agents but personal contact’ (Stalker 2000,120:1). The study indicate that relatives and social networks play an important role in getting the right information but if the relative is the source of information and something bad or wrong happen like the working conditions they had in their present employer this will create a problem that will disrupt the migration of those relatives and will tell also other friends about the negative and undesirable things that occur to the relative that migrated.

“Links with family and friends are also of primary importance when settling in new communities. Through social networks “most immigrants nowadays will have somewhere to stay when they arrive” (Stalker, 2000:120). This may indicate that if the person who are offered a job abroad and do not have any relatives or friends to assist them when they migrate could be one of the reason why they tend to reject the offer. Since the risk of migrating to other countries are too high.

### **Features of Jobs**

There are three factors consider under the features of job namely: career growth, training or upgrading and self fulfilment. These three factors are considered critical in the professional growth of an individual. Since empirical research (Galvez, 2006; Hass, 2007) and findings (Alburo, 2002) identify these

three factors as one of the cause of migration these factors are considered and will be use to assess if these factors holds through in decreasing the migration rates of the highly skilled professionals.

### **Career Growth**

Career growth is aimed at developing one's skills and competencies as well as to improve performance, career position and future post. It also focus on self concept and career values. Access to new technology is one of the main factors identifies in empirical studies for migration. Since new technology provides new knowledge that can increase the career option of an individual on with specialization to pursue. Igbania (1991) mentioned that career orientation of employees can have important implications for their job satisfaction, commitment and retention within in the organization. In Astor et.al (2005) findings indicate that the professionals migrate due to the desire to work in an academic environment with more colleagues in many fields of interest. Igbania (1991) explain further that the 'most significant findings is when employees whose career orientation was compatible with their job setting reported high job satisfaction and high career satisfaction and strong commitment to the organization thereby with low intension to leave the organization'. This will assist in trying to verify that with high and good career growth the propensity to migrate decrease.

### **Training**

This is greatest with the highly skilled and magnified where such workers leave permanently or for the bulk of their working lives, depriving the developing countries of skilled inputs of complementary employment of lesser skills and of tax payments that the emigrant would otherwise have made. If emigrants skills are acquired with public subsidies, these are also lost" (Harris 2007:44). Although "migration might then come to be seen by most migrants as an important part of their education, enriching their skills and work experience rather than being simply an opportunity to earn money" (Harris 2007:44). However according to Hass (2007) developed countries focus on



the developmental aid concentrating on training for the developing countries that might lessen the flow of migrants in their country.

### **Self Fulfilment**

Is the state where in the individual has content, happy and feel satisfied in his work or performance. This perceptual view

### **Economic**

#### **Unemployment**

“Raising levels of education in Southeast Asia... might be possible to tempt more people to work by raising wages but it is clear that given the opportunity for employing foreigners, employers are willing to do this. Germany unemployment is high as 12 percent and around 200,000 unemployed. Yet at the same time, Germany was employing around 500,000 foreign construction workers.”

Previously the supply of sending countries can be describe as dominated by the unskilled but now the highly skilled are regarded as the most number of migrants around the world. (Stalker, 2000:134). ‘For sending countries, the movement implies less unemployment and a boost of economic growth through access to strategic inputs and returning skills’ (Ghosh, 2007:99). While, Government of the Philippines (GOP) continues to support its temporary contract workers program so that unemployed skilled workers can find work abroad” (Migration Information Source: December 2007). However, in the Philippines more that 90 percent of the departing contract workers have been found to be employed before going overseas” (Stalker 2000: 22-23). This contrasts with the notion that those who leave or migrate are those who already have work and earning an income (Albuero and Abella, 2002: 12, Wescott and Brinkerhoff, 2006:76,) In this situation, migration does not clearly show as an answer to the unemployment issues in the Philippines.

## Salary

Poor are unlikely to migrate. Some researchers point to the importance of personal wealth. The very poorest struggling to cover subsistence needs, may wish to migrate but unlikely to have the money to travel internationally with a little increase in income however families will be able to save or borrow the initial cost of sending someone overseas.. It explains that as the income increase the propensity to migrate decrease. (Goldin and Reinert, 2007:169). Therefore the poorest residents are not ever likely to be apart of the International migration system (*ibid*: 171). Also Goldin and Reinert (2007) arguments counter act with the Neoclassical assumption which focuses in maximizing profit.

Furthermore, according to Haas (2007:837) the ‘forces of globalization and socio economic development in poor countries is likely to increase people’s capabilities and aspiration to migrate’. Indicating that the people’s aspiration assist in increasing migration brought about by poverty or low salary.

## IV. Research Methodology

### A. Approach

*‘Case Study: a method of studying elements of social through comprehensive description and analysis of a single situation or case....a detailed study of an individual, setting, group, episode or event’ (O’leary 2007:79)*

A case study is chosen ‘to concentrate research efforts on a particular case wherein the goal is richness and depth is extremely relevant either even misunderstood or to debunk a theory that could bring new understanding to a particular event’ (O’leary, 2007). Since most of the theories focus on migration and few studies focus on the retention of the highly skilled professionals the case study will specifically help in analysing and understanding the causes and reasons to explain the occurrence of being offered to migrate and then rejecting the offer to migrate. This will also elaborate on what maybe the rationale of staying in their current job even though there are lucrative offers abroad. Meteorologist were chosen in view of a limited number of professionals in this field, mostly they are connected or employed at Philippine Atmospheric Geophysical and Astronomical Services Administration (PAGASA) which is under the Department of Science and Technology (DOST) whose mandate is to <sup>13</sup>‘provide the protection against natural calamities and utilize scientific knowledge as an effective instrument to ensure the safety, well being and economic security of all people and for promotion of national progress’ while others are also connected to private airlines . The focus of the study is the Meteorologists who hold a double degree professional as Meteorologists and a graduate degree in engineering course. Furthermore, the focus is also timely in lieu for the increasing problem brought about by climate change that could assist the economic growth of the Philippines.

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<sup>13</sup> [www.pagasa.dost.gov.ph/mandate\\_functions.shtml](http://www.pagasa.dost.gov.ph/mandate_functions.shtml).

## **B. Research techniques**

Primary data was collected through the assistance of the Human Resources Management Section (HRMS) in PAGASA office by requesting copies of the name of employees with the following details: educational attainment, training, job position, salary, division or assigned section and sex. Also, the <sup>14</sup>plantilla summary of agency profile which includes: vacant and filled positions; profile and distribution list of technical and non technical positions. Based on the list, personnel with shifting schedule was identified and noted including personnel who are on leave and on travel. Afterwards, employees who qualify for the criteria set were approached and requested to answer questions based of the factors being measured.

In gathering the primary data a survey questionnaire was used to be able to protect the identity of the respondents due to the sensitivity of knowing who are offered to work abroad but refused the offer. Moreover, this enable the respondents to become comfortable since the researcher is a part of the HRMS that would hinder in getting the straight answer and will provide immediate answers in identifying who are offered to migrate and rejected the offer.

Furthermore, interview was also done to those who are offered a job abroad to verify and identify the gaps that cannot be found in literature readings and survey findings.

## **C. Sampling**

A purposive criterion sampling was utilized concentrating on the selection of sample for a particular purpose that ‘allows studying intrinsically interesting cases to enhance learning by exploring the limits or boundaries of a situation or phenomenon’ (O’leary, 2007:80). Also select a sample based on experience

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<sup>14</sup> Plantilla is the government detailed copy of list of employees with their respective position and salary per annum (Government documents)

or knowledge of the group to be sampled. A survey questionnaire was given to the respondents who qualified in the following criteria:

- graduate of any engineering course
- had undergone training in Meteorological Observers Training Course(MOTC) or Meteorologist Training Course (MTC) or with Master's Degree on Meteorology
- Assigned or detailed in the Central Office of PAGASA from the time of data gathering.

Base from the data provided by the Human Resources Management Section (HRMS) on employees who graduate on any engineering course indicates that PAGASA has one hundred forty engineers in which one hundred five are detailed in the Central Office (CO) while sixty nine are assigned on the Field Stations (FS). Out of the total number in CO eighty one were able to answer the survey questionnaire in which two are on leave, eight are on travel while fourteen refuse to answer the survey. Furthermore, twenty eight respondents had been offered a job abroad but decline the offer to migrate.

#### **D. Items**

Primary and secondary data are used for data gathering. The semi structured survey questionnaire is used to ‘<sup>15</sup>describe the attitudes, opinions [or] behaviour...’ of the respondents who are offered a job abroad and decline the offer, this assisted in identifying the respondents who had been offered to migrate and remain in the public service. The survey questionnaire will also be use to identify and know if the following factors such as: age, patriotism, low self esteem/confidence, social networks, career growth, increase training, self fulfilment, unemployment and salary as few of the factors considered in retention and decrease in migration of this specified highly skilled professionals.

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<sup>15</sup> [www.niu.edu/~lynch/survey-design.pdf](http://www.niu.edu/~lynch/survey-design.pdf)

In lieu of the rainy season and busy schedule the interview was conducted to the seventeen respondents rather than the twenty eight who rejects the offered to migrate.

## **E. Sample Description**

### **PAGASA**

PAGASA's history started from the Jesuits priest Fr. Francisco Carolina, it was called then as Observatorio. Using the Seechi universal meteograph during 1879 under Fr. Faura, issues report on typhoon warnings that prevented slight losses from the typhoon and proved the reputation of the observatory. Knowing this, foreign observatories like Hongkong under the British colony request typhoon warnings and meteorological information. While in 1894, Royal Decree is released making the Manila Observatory an official institution under the strict guidance of the Jesuits and focus not only in typhoon warnings but also includes merchant shipping and system of visual weather warnings. The first map on terrestrial magnetism was published through the use of Fr. Fauna's Aneroid Barometer that marked as the first meteorological and seismic observation. This earned respect and compliments of the other scientific institutions and countries.

In 1901, the Act No. 131 of the Philippine Commission restructured the Observatorio into a Weather Bureau under the management of Department of Interior. The bureau was place into different management during World War II from Department of Agriculture and Natural Resources in 1917 to the Department of Agriculture and Commerce for forty years and then under the Department of Public Works and Communications for a brief period of time. During this time the Bureau function as all Filipino employees and later face a terrible destruction when the Manila Observatory was destroyed due to the battle of Manila where all documents and instruments were destroyed.

On 1945 the Weather Bureau was re-established and managed by seven personnel equipped only with the training and knowledge. The Weather Bureau seek assistance of the US Weather Bureau Mission through the

Philippine rehabilitation Act 1946. The provision provide the meteorological equipment while young Filipinos were sent to receive training in the United States for standard weather services. Executive Order No. 94 and Republic Act No. 51 execute the five divisions: Synoptic, Climatological, Geophysical, Astronomical, and Administrative.

Martial Law Declaration abolished the Weather Bureau and established the Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA). Aware of the important impact of meteorology and allied services on national development Presidential Decree (P.D.) No. 78 designates PAGASA to “provide environmental protection and utilizing scientific knowledge as an effective instrument to ensure the safety, well-being, and economic security of all the people, and for the promotion of national progress” under the management of Department of National Defence.

Furthermore, Executive order No. 984 dated 17 September 1984 transfer administrative supervision of PAGASA to the National Science and Technology Authority. However this include also the transfer of seismological services, data, records and facilities and personnel to the Institute of Volcanology.

Now, PAGASA’s main office is located at the Science Garden Complex Agham Road, Diliman, Quezon City which consist of 96 administrative position and 937 technical position with the total 1,033 personnel (PAGASA summary of agency personnel, 2007). FOC also consist of five kinds of station namely 58 Surface Synoptic Station Network (station at which meteorological observations are made for the purpose of synoptic analysis), eleven Surveillance Radar Network including stations for installation and rehabilitation (purpose for early detection of precipitation, motion and threat it poses to life and property), five Upper Air Station Network including for rehabilitation (use pilot balloon observation), eight Data Collection Platform (DCP it measures and store environmental data such as wind, speed, direction, solar radiation, water level, air, temperature and humidity) and Automatic Weather Station (AWS is automated version of traditional weather station either to save human labor or enable to measure remote areas) and seventeen Airport Sta-

tions (serve aviation and meteorological observing needs for safe and efficient aviation operations and weather forecasting) that feedback data observation to the WFFC. Its function is to: (1) maintain a nationwide network pertaining to observation and forecasting of weather and other climatologically conditions affecting national safety, welfare and economy; (2) undertake activities relative to observation, collection, assessment and processing of atmospheric and allied data for the benefit of agriculture, commerce and industry; (3) engage in studies of geophysical and astronomical phenomena essential to the safety and welfare of the people; (4) undertake researches on the structure, development and motion of typhoons and formulate measures for their moderation; and (5) maintain effective linkages with scientific organizations here and abroad, and promote exchange of scientific information and cooperation among personnel engaged in atmospheric, geophysical and astronomical studies' ([www.pagasa.gov.ph](http://www.pagasa.gov.ph) accessed, July 2008)

In fulfilling its duties PAGASA has ten division namely: Office of the Director (OD); Administrative Division (AD); Finance and Management (FMD), Engineering and Maintenance Division (EMD) responsible for the maintenance of office facilities and meteorological equipments like radar; Flood Forecasting Branch (FFB) monitor river basin and issue bulletin; Weather Branch (WB) “undertakes continuous monitoring, analysis and prediction of atmospheric conditions and issues forecasts daily for the general public, shipping and civil aviation it also issues warnings and bulletins on tropical cyclones and other potential dangerous meteorological conditions for the welfare of society and the country; Climatology and Agrometeorology Branch (CAB) focus on Climate information, monitoring and prediction services and related climatological and agrometeorological activities; Field Operations Center (FOC) provides actual climatological data on the designated area and transmit data to be process in the Weather Flood Forecasting Center (WFFC) it consist of five kinds of station namely 58 Surface Synoptic Station Network, eleven Surveillance Radar Network, five Upper Air Station Network eight Data Collection Platform and Automatic Weather Station and seventeen Airport Stations; Atmospheric, Geophysical and Space Sciences Branch



(AGSSB) provide astronomical data and conducts research and technical training for PAGASA employees ; Natural Disaster Reduction Branch (NDRB) role is to reduce the risk of damages and casualties due to meteorological hazards, information education campaign (IEC), increase awareness of the population, disaster preparedness mitigation and prevention.

## **E.2 Features of respondents**

PAGASA is composed of almost 91% technical position in which 43% are assigned in the FOC and 60% of its population are male. Based from the demographic profile of the respondents half of the respondents age falls in the category of 41-50 and 80% are married. Also, base form the monthly salary of 10,000>20,000 indicates that 67% falls under this bracket. Furthermore, training on specialized meteorology is subsidized by foreign scholarship like the Japan International Cooperation Agency (JICA) which is mostly held abroad to study either short programme or master's degree.

The case study focus on the Engineer graduates who undergone training or acquire a master's degree in Meteorology, employed in the head office of the PAGASA. The undergraduate course in the University of the Philippines (UP) is the sole provider of these course and very few students take this course. Although PAGASA can administer a short course on Meteorologist Training Course (MET) or Meteorologist Observers Training Course (MOTC) there is a required number of unit of at least twelve units in physics and in advance mathematics subject such as calculus that is needed as prerequisite of the course. Mostly engineering graduates undergoes through this training that would last for eight months: six months theoretical and two months on the job training. PAGASA employees are mostly the participants while outsiders are considered but not a priority. This makes it more important since a budget is given to the participants wherein they became trainees and spending eight hours a day on training investing on human capital. Lately, training is given through a Master of Science in Atmospheric Sciences

programme specializing in Meteorology by the Ateneo de Manila University. This <sup>16</sup>program serves as additional training in PAGASA's meteorologists wherein the Department of Science and Technology's Science Education Institute (DOST-SEI) will fund the first batch of students (16 October 2008). Technical position in PAGASA mostly undergone training on Meteorology that are engage either on research, repair, maintenance and calibration of equipment and instruments, observation, data gathering, monitoring, recording, plotting, analysis, forecasting and dissemination of meteorological information. To be able to arrive on a forecast it undergoes a series of step since 'the accuracy of forecast depends on knowledge of Meteorologist and the prevailing weather conditions over a very wide area' (PAGASA website).

But not only in forecasting and weather prediction in which PAGASA is involve, they are also responsible the accurate time keeping in the Philippines at times they are also invited as resource person to different schools in promoting Science and Technology particularly in weather and astronomy including farmers through the Agrometeorology. Sometimes technical personnel are invited for court hearings due to claims on natural disaster, criminal charges in case the witness inform that due to clear sky and moonlight the witness identified the complainant, data for architects and engineers for the sunlight projection and also the three day weather forecast and advance five days forecast including on shipping and aviation (lecture notes on Training/Seminar Introduction to Meteorology for Non-Technical Personnel).

#### **F. Methods of data analysis**

Preliminary analysis of data is made with the use of Statistical Package for the Social Sciences (SPSS) to tabulate, compare and analyze the survey data by bivariate and multivariate analysis. The limited data and literature on sending countries and retention of highly skilled professionals provides exploratory way 'to get rough sense of what is happening in which do not have

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<sup>16</sup> [www.admu.edu.ph/index.php?p-120&type=2&aid=4362](http://www.admu.edu.ph/index.php?p-120&type=2&aid=4362), 16 October 2008

enough information' (Nardi, 2006:9) to gather data and to analyze the necessary research while quantitative research 'focus on explaining the way people act' (Nardi, 2006:17) Furthermore, to create a strong analytical procedure triangulation of data will be used based on survey, interviews and other literature data and findings.

## **V. Data Analysis**

The analysis of the data will be divided based on the analytical framework concentrating on the factors of retention of the highly skilled professionals namely : demographic profile (age); psychological factors (self esteem, patriotism); social aspect (social networks); Features of job (increase in training, self fulfilment); and economic factors (unemployment, salary).

### **Demographic profile**

#### **Age**

The age depicts that the majority of the respondents fall under the category of 41-50 years old, statistical data and qualifications (point system) set by the developed countries such as Canada, New Zealand, and Australia that awards a maximum 10 points to those who are applying with the age of 20-30. Also if the respondents reach 35 and above some training mostly foreign training implement such rule which disqualify the candidate to apply for a training and have no chance to attend the training. One of the underlying reason maybe is

that the younger the person which is provided with a training the longer it will impart the knowledge and capabilities learned from the training to the agency. However based on the group of those who are offered a job indicate 50% of the respondents fall under these category this was clarify during the interview in which respondents mention that due to their age they are already preparing for their retirement and indicate that younger professionals are more competitive than themselves. Their only advantage they have is their job experience and trainings (interview, 2008).

**Table 1 Age comparison to those who offered and not offered a job abroad**

	AGE								
	25-30	31-35	36-40	41-45	46-50	51-55	56-60	61-65	Total
offered job abroad	0%	7%	14%	32%	18%	14%	11%	4%	100%
not offered job abroad	8%	4%	19%	21%	28%	11	2%	8%	100%
TOTAL	5%	5%	17%	25%	25%	12%	5%	6%	100%

Source: Source: Survey questionnaires

Table 2. Factors of retention in relation with those offered to a job abroad and not offered a job abroad

Ratings	Factors of Retention	Offered to migrate					Not offered to migrate				
		1	2	3	4	5	1	2	3	4	5
Individual	Low Self Esteem			7%	50%	43%			2%	58%	40%
	Patriotism				25%	75%				24%	74%
Structural	Career growth	4%	4%	32%	32%	28%	2%	6%	17%	60%	15%
	Skills Upgrading			18%	50%	32%	2%	6%	9%	26%	34%
	Unemployment	4%		22%	41%	33%		4%	32%	53%	11%
<p>Legend : <b>1</b>- Strongly disagree; <b>2</b>- disagree; <b>3</b>-neither agree or disagree;  <b>4</b>-somewhat agree; <b>5</b> - strongly agree</p>											

Source: Survey questionnaires

## **Psychological factors**

### **Self esteem**

In the self esteem the respondents namely 50% in those who are offered a job abroad (OJA) and 58% of those who are not offered (NOJA) falls under the category 4 (strongly agree) indicating a strong and positive outlook on self esteem. This can be explain through the comments made by one of the respondents from OJA when interviewed he explained that ‘during those time when the offer was made he still feels uncertain and lack the self confidence because there are thing that he still do not know and needs to learn, but based on job experience and trainings he can not saw yes to the offer however due to other circumstances and factors he would still not consider working abroad. This can also be verified based on the literature review that ‘when an individual is subject to low self esteem the ability to believe in his capabilities are clouded by his insecurities and lack initiative to challenge oneself’. Although, one respondent from NOJA group commented that because of his job as a forecaster in mingling and discussing with the media made him overcome his shyness and able to speak in public. This indicates that high level on perceptual factor such as the self esteem does not affect the retention of the highly skilled professionals. However since these type of question indicates a social construct and in which the respondents can easily address the question based on norms and morality acceptable to the society.

### **Patriotism**

Also in the factor on patriotism both category of the respondents indicate 74-75% with strong regard on patriotism. However in these categories one cannot fully get a straight forward answer since in this type of survey question of the respondents would particularly lean to what is socially correct and necessary. Also this type of questions uses nationalism to show the patriotism in serving the public that is based in Quezon city on empirical findings

**Social Factors**

Table 3 Respondents factual social network in relation with those offered and not offered a job

Social Networks	OFFERED (%)	NOT OFFERED (%)	TOTAL (%)
Relatives	42.57	31.78	74.34
Friends	16.33	8.45	24.78
Neighbor	.58	.29	.87
No Answer			
Total	59.48	40.52	100

Source: Source: Survey questionnaires

**Social Networks**

The data analyses presented are based on the survey and interview questions that focus on the structural factor emphasizing the social network. For the social network in comparison with OJA and NOJA indicate that 42.57% of the respondent who are OJA have relatives abroad while the NOJA have only 31.78% and in comparison with the friends and neighbour indicate that the OJA group still have high percentage of social network that those NOJA group. This can be further explain through the migration history of the Philippines in chapter two way back in 1920 until today with one million target employment strategy of President Arroyo based on OCW.

In the region of social network indicate that high percentage of the relatives are living in the Americas (US and Canada) while Africa area is the least number of social networks. This further validates the connection of migration history of the Philippines in America during colonial period in which Filipinos was hired to work in Hawaii and other parts of California thus makes a clear establish of migrants from that period until today.



**Table 4 Respondents factual social network based on country in relation with those offered and not offered a job**

Social Networks	Country	Offered (%)	Not Offered (%)	Total (%)
Relatives	US/Canada	26.71	27.74	54.45
	European Union	1.37	4.45	5.82
	Asia	5.14	5.14	10.27
	Africa		.34	.34
	Australia	2.74	1.03	3.77
	Seaman	.68	.68	1.37
	Total	36.64	39.38	76.03
Friends	US/Canada	7.53	2.74	10.27
	European Union	4.11	.34	4.45
	Asia	3.08	4.79	7.88
	Africa		.34	.34
	Australia	.34		
	Total	15.07	8.22	23.29
Neighbours	US/Canada			
	European Union	.68		.68
	Asia			
	Total	.68		.68
Grand Total		52.39	47.60	100

Source: Source: Survey questionnaires

Regarding length of stay of the relatives abroad points out that the highest is from 6 to 10 years to those OJA and 0-5 years to those NOJA while category as friends indicate that NOJA and OJA are high on category of 0-5. Since Philippines consider and value close and extended family tie therefore initiating a step to be able to assist family member in case they will be migrating. Furthermore these can assist the migrants to be familiarized in the area through their connection and somehow assistance in getting a job through referrals. Migrants network indicate a strong link with the respondents including those that are not offered a job abroad.

Sector of employment of the social networks specify that majority falls under the private sector, this can be easily explain since it would be easier to migrate and acquire a job abroad in private sector rather than public sector. In chapter 2 it discusses the issue of relegating the recruitment of OFW to the private sectors to be able to manage the high demand on workers abroad. Also for the type of work in of the relatives of OJA and NOJA indicate that the top rank work is nursing and other health professionals followed by retirees, and engineer professionals. While social network in friends indicate engineer professional as the top well know profession on friends working abroad.

With regards to the frequency of communication with the relatives mostly it is in the range of 1-20 times annually which is done thru email and cellular phone. Through friends mostly the communication is via email or cellular phone but more frequent since with 21-40 for the NOJA is This is also one of the reasons why Philippines has been called as the texting country and roaming numbers are available even in mini stores.

## **Features of Job**

### **Career growth**

In the level of Career growth the OJ have dispersed in three categories between those who think they have future career growth to those who agree and strongly agree that they have future career growth in the office. While the NOJA group consist of 60% who agreed to have future career growth in the agency. However when comparing it with the data on promotion majority of the answer of the respondents mentioned that they have not been promoted for the last 10 years and in the case of those promoted it indicate that they were only promoted because they are next in rank and no preparation was done to be able to assist them in their higher position except only when the time they had their MOTC or MET training.

The career growth of the respondents was based on the level of their promotion to the agency. A question was asked using the questionnaire I they had bee promoted or not and also elaborating on the last year that they receive promotion. For the group of NOJA indicate that 49% were promoted while

those who are OJA indicate 29 % only have been promoted. This need to be elaborated since the one's who has been offered a job abroad rejects the offer even though most of the respondents were not promoted. A interview question was asked to follow up the unclear reason the one of the respondents commented that 'you also know the simple answer since we as in the government sector have hierarchy in which you have to wait for the higher position to be promoted since the Agency are not allowed to create a new item just to promote you'. Also, 'you are promoted at times because you are next in line not necessarily for the accomplishment that you achieve' (interview, 2008). A follow up survey question was also enumerated on what are the ways in which the Agency prepare the staff for a promotion.

**Table 5 Respondents perceptual level of career growth to those offered and not offered a job abroad**

	LEVEL OF CAREER GROWTH					Total
	strongly disagree	somewhat disagree	neither agree or disagree	somewhat agree	strongly agree	
Offered job abroad	4%	4%	32%	32%	28%	100%
not offered job abroad	2%	6%	17%	60%	15%	100%
TOTAL	%	5%	52%	41%	60%	100%

Source: Source: Survey questionnaires

### **Training**

Based on the survey conducted indicates that 22.97% from the OJA regard training as the preparation for promotion while on NOJA 43.24% while the other have diverse answer indicating that without training there will be no promotion, while others indicate capabilities, qualifications, responsibilities and Civil service eligibility to be able to promote even others mention as self finance on trainings.

Skills upgrading in both categories indicate half of the respondents recognized skills upgrading thru training but when cross checking with the list of trainings for two years indicates that they are few given training to no training at all except for the critical technical positions like in the forecasting and hydrology and those directly connected to research. Training of the respondents is seldom, this can be explain since appropriation of the budget for training are not much given emphasis due to lack of funding to address the training needs of more that 1000 employees of PAGASA and mostly trainings are not in house although they did not receive regular trainings for upgrading but focusing in the past five years of their training and as mention by one of the respondents indicate that they value more the technical trainings that they learn rather than other training who focus on administrative functions. Since these technical trainings that they learned are always used and utilized in their function and upgrade their skills to accommodate change and new technology. Some of the respondents also mentioned that the foreign training was usually through Japan International Cooperation Agency (JICA) and Korean International Cooperation Agency (KOICA).

### **Self fulfilment**

Working Conditions on both group of respondents indicate that they have flexibility at work however when asked if after 10 years if they are still in the same agency? 18 % of OJA group said yes while 16% says no. Also in the NOJ 49% agree that they will still be in the same agency . This shows that 50% of the respondents who reply will be retiring after 10 years. While the rest focus on financial matters, no-promotion While those who indicate yes show that 31 % love and happy with their work one of the respondents also commented that he still feels he has a lot of things to do and still waiting for the ideas to be institutionalized.' While the NOJA indicate that he likes challenge, skills and knowledge are focus on the job.

Question: After 10 years do still see yourself in this Agency?

**Table 6 Respondent answer to after 10 years in service to those offered a job and not offered a job abroad**

	Yes (%)	No (%)	No Comment (%)	Total (%)
Offered	18.52	16.05	0	34.57
Not offered	49.38	16.05	0	65.43
Grand Total	67.90	32.10	0	100

**Table 7 Respondents reason regarding not leaving after 10 years in service to those offered and not offered a job abroad**

<b>Question : Why? Answer: NO</b>	Retirement (%)	Pressure/Stress (%)	Financial Matters (%)	No Comment (%)	Total (%)
Offered	30.77	3.85	7.69	7.69	50
Not offered	19.23	7.69	11.54	11.54	50
Grand Total	50.00	11.54	19.23	19.23	100

**Table 8 Respondents other reason regarding after 10 years in service to those offered and not offered a job abroad**

Offered	To apply at private sector, manage own business, for greener Pasteur, old age, due to non promotion, waiting for wife's petition
Not Offered	To work abroad, seek other job, not appropriate salary, too personal

### **Structural Factors**

### **Economic Factors**

In the **unemployment** the respondents answered the question based on their perception about the availability of job in their profession in the Philippines and abroad. Majority of the respondent reply that their job is highly in demand

abroad rather than the provinces and other cities. Even though most of the respondents who are offered abroad mention that their job is in demand however the age is one of the factor that they mention that would make them less attractive to other companies. In comparing the data based from the demand for the highly skilled engineer indicate that the perceptual answers of the respondents coincide with the needs and shortage of skilled labor in other developed countries. Based on table 2 indicates the high rate inflows of highly skilled workers.

### Salary

The respondent are also asked if they have additional income and show that those OJA indicate 18.52 % (yes) while those who says no in NOJA indicate 51.85% . This can be trace with the neoclassical theory of maximizing utility in which those 18.52% able to maximize their income along with their fix salary on the job. Majority of the OJA group receive a monthly additional income of less than 10 thousand pesos. This can further be explain as one of the reasons why they refuse to migrate since they are already gaining and maximizing their profit by running their business and have a fix job.

**Table 9 Respondents other means of income based on those offered and not offered a job abroad**

	Yes (%)	No (%)	Total (%)
Offered	18.52	16.05	34.57
Not offered	13.58	51.85	65.43
Grand Total	32.10	67.90	100

Source: Survey questionnaires

**Table 10. Average Additional Monthly Income based on those offered and not offered a job abroad**

	<10,000	10,000-19,999	20,000-29,999	30,000-39,999	40,000-49,999	50,000-60,000	TOTAL
Offered	26.92	7.69	7.69	11.54	0	3.85	57.69
Not offered	11.54	23.08	7.69	0	0	0	42.31
Grand Total	38.46	30.77	15.38	1.54	0	3.85	100
Legend based on Philippine Peso							

To determine further the reasons why the OJA reject the offer a list of statements are given and then asked to rank them according to the reason why they reject the offer to migrate. Table 11 indicate Safety and security is the main reason why the offer was turn down followed by the family reasons. Safety and security was the first priority since reports of abuses and injustice on Filipino migrants is not new to the Filipinos, learning from the experience of the Flor Contemplacion story where the Migrant Workers and Overseas Filipinos Act 1995 was enforced. Furthermore the family reason may be trace back to the culture and values of the Filipinos indicating in chapter two that the children feel responsible to take care of their parent during old age and leaving their parents in an institute is not acceptable sign of gratitude for the hardship and support of the parents. This table indicate that in the Middle east racial discrimination is one of the major reason why the respondents turn down the offer followed by family reasons, age, job position and safety and security . Working schedule is also emphasized specially in Americas and Africa. On the interview with the respondents he said that working schedule in Americas is also stressful even though you are compensated well. While in Africa the respondents evaluate the salary that it should be much higher since the risk of security and protection from diseased, and risking the health is too costly. Also other factors are consider like In this analysis it points out that different countries have different risk and factors to look into before the respondent accept or reject the offer to migrate. However the three main factors that has been looked into are the security and safety, family reason and culture.

Question : What are the reasons why you turn down the offer to migrate?

Factors in turning down the Offer to migrate	Regions of the World (%)						Total
	Africa	Americas	Asia	Europe	Middle East	Oceania	
According to Rank							
Safety & Security	12.50	18.75	12.5	0	56.25	0	100
Family reasons	0	14.29	7.14	0	64.29	14.29	100
Culture	16.67	25.00	0	0	50	8.33	100
Salary	27.27	9.09	9.09	0	54.55	0	100
Training	10	20	10	0	50	10	100
Location of Country	30	20	0	0	50	0	100
Age	0	12.5	12.5	0	62.5	12.5	100
Racial Discrimination		16.67	0	0	66.67	16.67	100
Climate	16.67	50	16.67	0	16.67	0	100
Job Position	20	0	20	0	60	0	100
Working Schedule	33.33	33.33	0	0	33.33	0	100
Grand Total	13.86	18.81	7.92	0	53.47	5.94	100
Other reasons	Not too serious in career, preparation for retirement, no relatives on the receiving countries, lack of self esteem, with contract in replace for trainings attended, health issues in receiving country particularly in Congo						



## **VI Findings and Conclusions**

### **6.1 Summary of findings**

*“Filipinos have come to accept working abroad as something that is no longer extraordinary. In the Philippines if people ask you were you would you like to work here? People would wonder why because the expectation is that you would like to work overseas like other Filipinos” Maruja Asis (2007)*

Philippines have a long intensive history of migration since the colonial period. The Philippine history of migration progress with the support of the government. Making the Philippines today as one of the major exporter of labor in the world. In every decision and situation there is always a cause and effect, either good or bad. In the economic sense there are a lot of advantages of migration such as the great remittances that already reached 7 billion dollar last August 2008 which is consider as a great foreign exchange. However, one cannot simply out weight the effect of the migration on the highly skilled professional such as the Engineers who are already offered a job abroad. The loss of these highly skilled professionals through migration is consider as the new heroes by the government that provide remittances for the Philippines or are they the losers who reject the offer to migrate and serve the countrymen? Would these mean that those who are offered a job abroad and reject the offer to migrate to remain in the Philippines are the losers or the heroes for stopping the brain drain in the Philippines?

This research is critically concern on the reasons why highly skilled professional such as the Engineers remain in the Philippines after being offered to migrate. In light of the issue on migration the focus is to know what factors prevented the migration of the highly skilled professionals. The two decision making inconsideration are the individual and the structural aspect while the factor being consider are the following: demographic profile (age); Psychological factors (low self esteem/low self confidence, patriotism); Social factors (social networks); Features of the job (career growth, increase training, self fulfilment); Economic factors (unemployment, salary).

Age is considered as one of the factors that attract the young highly skilled professionals, indicating that the younger the age of the highly skilled professional the greater is the propensity to migrate. The result based on the survey and interview indicates that the older the age of the skilled professional the higher is the probability to retain in their job. This further explains that there is greater risk in migrating at older age brought about also by changes in environment, culture, social security benefits and climate as one respondent says ‘it will be hard to work abroad since I cannot handle the cold climate.’

It was assumed that low self-esteem is one of the perceptual factors that could retain the highly skilled professional because of inability to believe in one’s talents and capabilities. However, the high results self-esteem in both groups of those offered and not offered to migrate indicate that self-esteem is not a factor to consider in the situation of the highly skilled professionals. Although one respondent from the group of OJA indicates that during the time that it was offered he feels that he does not have the capability to do it since he still has a lot of things to know and through experience made him become confident and if asked he said then he would take the offer but will refuse it because of another reason’. Although this will not outweigh the situation we reject the assumption that low self-esteem is one of the factors in retaining the highly skilled professionals.

The third factor to consider is patriotism, literature reviews indicate that the loyalty to one’s country by serving the country will prevent and retain the highly skilled professionals. Based on the results it indicates a high regard to patriotism but it is not one of the factors that would help in retaining the highly skilled professionals. Since some respondents are willing and looking for a way to go abroad or to transfer to private sectors.

The fourth under the social factor is social network which is based on factual data of the respondents. The assumption of lower and few social networks such as family, friends and neighbour living and working abroad can lower and retain the highly skilled professionals in the Philippines however results from those OJA indicate that even with many social networks and encouragement from relatives and friends retention of highly skilled professional can still be achieve. Although it cannot be generalized since social networks of OJA indicate that is far or not in the area or location that was offered to them to migrate also created a condition that retention of highly skilled professional can still obtain if the there is a country of origin for migrating and social network is in far or different place. Furthermore one respondent also indicate that one of the reason she was not able to migrate is that he did not know any chose friends or acquaintance abroad.

Under the structural factors are the features of job concentrating on career growth. The result indicate that high and continuous career growth can help in retaining the highly skilled professionals however based on the promotion of the OJA indicate that even with slow and uncertain promotion and career growth the highly skilled professional can be retain but with great commitment to service since a few of the respondents indicate that they feel they still have something to do in the organization. And believe that they still waiting for their ideas to be institutionalized. Also they feel compensated by serving also the public and with the great sense of service to others.

Next is increasing in training of the highly skilled professionals or upgrading, this is one of the procedure advice by the WB and IMF to continue to give developmental aid also through trainings to be able to stop migration, although not relatively can this be applied although the respondents at times only have one training every five years but the respondents value this training and still hope that foreign training will also be granted unto them.

Self fulfilment or satisfaction on job indicate that majority of the respondents are satisfied and enjoy their work based on the results of data gathering indicate that there is a great fulfilment in the group of OJA which makes them reject the offer to migrate.

Economic factor measuring unemployment indicates that the respondents are aware of the latest trends and engineers are highly in demand abroad. The results indicate that unemployment is also one of the factors to retain migration but basing from those OJA indicate that the unemployment is not a big issue since hey are given a choice to take the offer to migrate of not to migrate.

Salary is one of the driving force in labor market, empirical studies indicate that salary is one of the major reason why there is also an increase migration since higher amount of salary is being given to OCW however the OJA group disregard this option since they already maximize their profit by having an additional income in which several respondents from this group indicate that it is one of the reason why they did not migrate since there will be no one to take over the family business.

Factors of retention being discussed and emphasized indicates that there is no one complete factor to attest the best factor to maintain and retain the highly skilled professional in the Philippines it is still composed of various reactions and decision making on the level of individual and structural. Since one of the findings in this research indicates that culture and values also play and affects the decision making of the person since in the Philippine a great regard on family values is being practice. Indicating that gratitude on taking care of parents and other siblings is greatly practice and moving away from this practice and culture makes the person an outcast or become neglected by the family. Since Philippines is composed of extended family this however out weigh the factor and that swings the decision making which also involves

individuals, household due to values and culture and structural brought about by the demand and shortage of market.

This indicates that factors of retention of the highly skilled professional differs from the others since this type of respondents are already offered to migrate but reject the offer making them already highly valued. Family reasons (family business and togetherness of the family), no social network on the migrating country, safety and security, location of the country, are the most important angle and factors that came out in as the basis for turning down the offer to migrate.

This counter acts Asis claim that ‘that all Filipinos are expected to work overseas’ and prove that there is still a way to retain the highly skilled professionals.

## **6.2 Policy Implications**

Migration may be one of the several strategies to promote development (specifically employment generation) but it cannot suffice a major development strategy. ‘None of the Asian countries who had made the transition from country of origin to country of destination made it on the strength of deployment or remittances’ (Asis, 2006:197).

Although it will be crucial in stopping the migration of the highly skilled professionals in the Philippines who depends on the remittances of the Overseas Contract Workers however, government must also look into effect and outcome of the migration of these highly skilled professional since most of the training cost of these professionals came from public funds through taxes.

In terms of skill profile, the low salary and the poor public image of the government has made it difficult to attract much needed professionals and technical people such as information technology experts in civil service. As

such these highly skilled professionals has no were to go but to where they can be compensated well.

To revise and return the programme which was started by previous President Marcos a program on return of highly skilled professionals such as scientist and engineers called “*balik sientista*” in encouraging previous Filipino Skilled professionals who excel in science and technology to assist in development program of the Philippines.

Furthermore, the government should provide and allot funds for the research budget of these highly skilled professionals under the Department of Science and Technology (DOST). Also, encourage and promote Filipino culture and values so that it would help preserve the family values of the Filipinos. As well as to providing employment not outside the country but domestic employment that will also assist and developed also other business sectors in local market.

The policy makers should not just promote migration but to study the general impact and effect to the development of the country as well as to not to ‘denied that labor migration has serious consequences and these should be tackled in terms of managing the migration phenomenon more that promoting it’ (DOLE, 2006)

Unemployment is the reason given by the government in promoting migration, however the highly skilled professionals who migrate indicate that they are already employed, skilled and with good record of job experience or specialization before migrating. Therefore the government and non government organization should also assist in promoting these highly skilled professionals to be able to maximize their talents and skills in the Philippines.

In general, further studies and research refinement is still needed to be able to access and provide a wide range of necessary recommendations and assistance

to the process of protecting the highly skilled professionals in the sending countries, since these study focus only in the one aspect of highly skilled workers. Specifically the needs of the highly skilled to be able to for these professional to really have a freedom of choose to work where ever they want and not push and pull by the problems and factors of the migration.

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Date \_\_\_\_\_

Serial Number : \_\_\_\_\_

Interviewer : \_\_\_\_\_

### Retention of Highly Skilled Professionals in the Philippines

Name : \_\_\_\_\_ Institution : \_\_\_\_\_

Age : \_\_\_\_\_ Date of Birth : \_\_\_\_\_

Sex : F M

Living alone ( ) With Family ( )

Marital Status : \_\_\_\_ ( ) How many children : \_\_\_\_\_

("1" = Single ; "2" = Married; "3" = Widowed; "4" = Divorced ; "5" = Other  
(please specify)

Children Age Bracket

0-below school aged : \_\_\_\_\_

School age- 18 years old : \_\_\_\_\_

Above 18 years old : \_\_\_\_\_

Position : \_\_\_\_\_

Salary : \_\_\_\_\_

("1" = <10,000; "2" = >10,000-20,000; "3" = >20,000-30,000; "4" =>30,000-40,000; "5" = 40,000 above)

No. of trainings a year : \_\_\_\_\_

Please indicate current trainings/seminars for the last two (2) years

Name of the Trainings/Seminar	Training Period : Days, weeks, months or years	Kinds of Training: Administrative, Technical or Personality Training	Type of training/seminar : Local/Foreign	Sponsored by Employer, Scholarship, Self paying

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>

**Direction :** Using the scale above please assess the following statement from a scale of 1-5.

**I. Psychological Factors:**

**I.1 Self Esteem**

- a. \_\_\_\_\_ I feel like I make a useful contribution at work
- b. \_\_\_\_\_ I am confident that I can handle my job without constant assistance
- c. \_\_\_\_\_ When I feel uncomfortable at work, I know how to handle it
- d. \_\_\_\_\_ I feel recognized when I accomplish my job-

**I.2 Patriotism**

- a. \_\_\_\_\_ I feel I need to work harder and serve as a model to improve the status of my country
- b. \_\_\_\_\_ I feel good when I serve and help the public in my work
- c. \_\_\_\_\_ I feel I have an obligation to serve my country first
- d. \_\_\_\_\_ I believe I can contribute to my country by utilizing my skills as a government employee
- e. \_\_\_\_\_ I feel loyal to my country by serving the public.

**II. Job Satisfaction:**

**II.1 Skills Upgrading**

- a. \_\_\_\_\_ I have the opportunity to utilize my skills and talents at work
- b. \_\_\_\_\_ I have equal opportunity to learn new skills
- c. \_\_\_\_\_ I have the support of my supervisor/co-workers for additional training
- d. \_\_\_\_\_ I have equal opportunity in access for information/knowledge at work
- e. \_\_\_\_\_ I feel that my capabilities are recognized and enhance through training/seminars

**II.2 Career Growth**

- a. \_\_\_\_\_ I feel that they usually give me important or critical responsibilities at work
  - b. \_\_\_\_\_ I feel that my Office is grooming me to be a supervisor later on
- How did your office prepare you for a higher position?

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What are the ways in which your employer prepares you a higher position ?

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c. \_\_\_\_\_ I have an opportunity for promotion

Have you been promoted? ( ) YES ( ) NO If **YES** in what year: \_\_\_\_\_

### II.3 Working conditions

a. I feel I have a good working relationship with my:

\_\_\_\_\_ co-workers

\_\_\_\_\_ supervisor

\_\_\_\_\_ sub-ordinate (if any)

b. \_\_\_\_\_ Easy access in the location of work

c. \_\_\_\_\_ Feels secure on the job

c. \_\_\_\_\_ There is flexibility in work schedule

d. \_\_\_\_\_ Regular hours a week is implemented

e. Do you have flexibility in your working hours? \_\_\_\_\_

f. What is the duration of your contract with your current employer?

g. After 10 years I still see myself working in my present employer

( ) **YES** ( ) **NO**

Why?

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### Activities

a. \_\_\_\_\_ Have a variety of job responsibilities

b. \_\_\_\_\_ With degree of independence associated with work roles

c. \_\_\_\_\_ Have adequate opportunity for periodic changes in duties

### **III. Economic Factors**

#### Unemployment

For people with my qualification most jobs are available in:

\_\_\_\_\_ Manila

\_\_\_\_\_ Other cities in the Philippines

\_\_\_\_\_ Rural areas in the Philippines

\_\_\_\_\_ Abroad

\_\_\_\_\_ I feel I can easily transfer to another company with the same job

\_\_\_\_\_ I feel there is lot of work opportunity for me

Salary (Gross salary per month)



- \_\_\_\_\_ My income is enough to cover all my daily expenses
- \_\_\_\_\_ I am earning more than other people with equivalent education
- \_\_\_\_\_ My salary matches my contribution to my employer appropriately

Do you have other means of income?    ( ) YES    ( ) NO

Specify source of alternative/additional income :

---

Approximate amount monthly :

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What made you stay in your current job?

- a. \_\_\_\_\_ Salary provided by the office
- b. \_\_\_\_\_ Flexibility of working schedule
- c. \_\_\_\_\_ Trainings for skills upgrading
- d. \_\_\_\_\_ Employers reputation
- e. \_\_\_\_\_ Current job position
- f. \_\_\_\_\_ Opportunity for promotion
- g. \_\_\_\_\_ Public Service
- h. \_\_\_\_\_ Location
- i. \_\_\_\_\_ Access to information
- j. \_\_\_\_\_ United Family (not away from the children/relatives)
- k. \_\_\_\_\_ Job satisfaction
- l. \_\_\_\_\_ Scarcity of job offers
- m. \_\_\_\_\_ Age
- n. \_\_\_\_\_ Benefit of Filipino Community
- o. \_\_\_\_\_ Other (please specify)

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**(PLEASE CONTINUE ON THE NEXT PAGE)**

**Direction : Please put a mark on your choice and fill in the blanks for the space provided.**

**Social Factors**

1. Do you have family/relatives/friends/acquaintance living abroad? ( ) YES ( ) NO

(If **Yes** please answer the table below by filling in the table, if **No** please proceed to the **question no. 5**)

2. How many relatives/friends do you have abroad ? \_\_\_\_\_

Name						
Type of Relationship	(1)	(1)	(1)	(1)	(1)	(1)
"1" = Relative	(2)	(2)	(2)	(2)	(2)	(2)
"2" = Friend	(3)	(3)	(3)	(3)	(3)	(3)
"3" = Neighbor	(4)	(4)	(4)	(4)	(4)	(4)
"4" = Other (please specify)	_____	_____	_____	_____	_____	_____
Which country do they live in?						
Length of stay abroad						
Sex : "F"= Female "M" = Male	(F) (M)	(F) (M)	(F) (M)	(F) (M)	(F) (M)	(F) (M)
Age : "1" = 0-10						
"2" = 11-20	(1) (5)	(1) (5)	(1) (5)	(1) (5)	(1) (5)	(1) (5)
"3" = 21-30	(2) (6)	(2) (6)	(2) (6)	(2) (6)	(2) (6)	(2) (6)
"4" = 31-40	(3) (7)	(3) (7)	(3) (7)	(3) (7)	(3) (7)	(3) (7)
"5" = 41-50	(4)	(4)	(4)	(4)	(4)	(4)

"6" = 51-60 "7" = 61&above						
Occupation						
Sector employed "G" = Government "P" = Private "N" = Non-Government Organization	(G) (P) (N)	(G) (P) (N)	(G) (P) (N)	(G) (P) (N)	(G) (P) (N)	(G) (P) (N)
Frequency of annual contact						
Type of Contact "1" = face to face meeting, "2" = email "3" = telephone "4" = letter, "5" = other (please specify)	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)

3.. Was there an instance that they (family/relatives/friends) encourage you to join them abroad?  
( ) **YES**      ( ) **NO**

*(If **Yes** please **continue** with the next question if **No** please proceed to the **question no. 3**)*

4. What made you decided to stay?

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5. Was there an instance that you have been offered a job abroad?  
( ) **YES**      ( ) **NO**

*(If **Yes** please **continue** with the next question if **No** proceed to the **question number. 9**)*

5.a Name of country \_\_\_\_\_

5.b What kind of job (job title)

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5.c Which sector (government/private) \_\_\_\_\_

6.. Is it the same with what you are doing in your work? ( ) **YES**      ( ) **NO**

*(If **Yes** please **proceed to question number 7** if **No** please **continue** with the next question)*

6.a How do they differ?

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7. The employer would not have chosen you if they have not seen the capabilities you have, What do you think are the factors that made you stand out from the rest and offered you a job abroad?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

8. Did you feel you are capable in the position offered abroad?

( ) YES                      ( ) NO

Why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

9. In weighing the situation, in which of the following factors made you to turn down the offer to migrate. (*Please rank on the factors you think affected your decision making "1" as the most important reason and put an "X" mark on the factors that you did not consider or non existence in the situation*)

- \_\_\_\_\_ Location of the Country
- \_\_\_\_\_ Culture (e.g language)
- \_\_\_\_\_ Racial Discrimination
- \_\_\_\_\_ Security/safety (e.g. civil war)
- \_\_\_\_\_ Working Schedule
- \_\_\_\_\_ Job Position
- \_\_\_\_\_ Salary
- \_\_\_\_\_ Training
- \_\_\_\_\_ Age
- \_\_\_\_\_ Climate
- \_\_\_\_\_ Others (please specify) \_\_\_\_\_

9.a Could you please elaborate on the situations:

\_\_\_\_\_

\_\_\_\_\_

10. What factors could have made the job offer so attractive that you would have accepted it? (Please put a mark on the space provided)

	Factors	Why?
	(1) = Salary	
	(2) = Working Schedule	
	(3) = Training	
	(4) = Employers Reputation	
	(5) = Job position	
	(6) = Opportunity for promotion	
	(7) = Public Service	

	(8) = Location (Country)	
	(9) = Access to information	
	(10) = Migration of whole family	
	(11) = Job satisfaction	
	(12) = Scarcity of Job offer	
	(13) = Age	
	(14) = Others (please specify)	

**Thank you for your time in answering the questions!!!**

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