

# MILLENNIAL JOB-HOPPING AND LACK OF INTEREST IN UNIONS: WHAT WILL THE FUTURE HOLD FOR UNIONISM?

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*“Unionization transforms the weakness of the individual into the strength of the group.”*  
- Professor Cesario Azucena

## I. INTRODUCTION

*“Union what?”*

This was the attitude of many millennials toward labor unions according to researchers of Cornell University. Union organizers report being met with blank looks and complete lack of awareness about union history, union benefits, or even how unions function making the challenge in organizing young workers as not “Union Yes” or “Union No” but “Union What?”<sup>2</sup>

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<sup>2</sup> Marlena Fontes & Ken Margolies, Youth and Unions, <http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1103&context=workingpapers> (last accessed Feb. 28, 2017).

Another study from Brisbane University showed that 20% of students surveyed had no opinions about union and 50% had no firm opinions in any way toward unions.<sup>3</sup>

The Philippines is no stranger to this behavioural trend among its own Millennial labor force. As the labor unions struggle from decades-old decline, thanks to globalization<sup>4</sup> and contractualization,<sup>5</sup> the entry of Millennials in the labor demographic is not showing any signs of promise to the unions, either. As job hopping becomes the trend for Millennials, union officers squabble to maintain their dwindling membership amid the backdrop of an unyielding management.

From 3.57 million in 1995, union membership for both private and public sectors went down to 63% (1.918 million) in 2007. This means that union membership in 2007 was only 8.89% of the 21, 583, 111 employed people who worked 40 hours and more during that year.<sup>6</sup>

Data from the Bureau of Labor Relations<sup>7</sup> show that since 2008, unionization rate in the private sector was steadily declining. Over the time period, it gradually decreased from 9.9% in 2008; 9.7% in 2009; 9.3% in 2010; 8.9% in 2011 and 8.5% in 2012.

Surely, the right to organize for collective bargaining purposes is guaranteed by no less than the Constitution and the Labor Code. In fact, case law is replete with illustrations on the benefits of unionism to put the lowly worker in equal footing with the employer. Professor Cesario Azucena<sup>8</sup> stressed, “Realizing that there is strength in unity, they unionize to match somehow the power of their corporate superiors. Unionization transforms the weakness of the individual into the strength of the group.” But how can labor unions function effectively when it could hardly recruit and/or keep the Millennial worker from leaving?

This paper will try to explain how Millennials’ attitude of job hopping and Millennials’ views towards unions when combined together might render some provisions on Labor Relations obsolete.

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<sup>3</sup> Id.

<sup>4</sup> Marie Aganon, et al., Union Revitalization and Social Movement Unionism in the Philippines, <http://library.fes.de/pdf-files/bueros/philippinen/07130.pdf> (last accessed Feb. 26, 2017).

<sup>5</sup> Jorge Sibal, A Century of the Philippine Labor Movement, *Illawarra Unity*, 1 (June 2004), <http://ro.uow.edu.au/cgi/viewcontent.cgi?article=1005&context=unity>.

<sup>6</sup> AGANON et al., *supra* note 4.

<sup>7</sup> [http://www.blr.dole.gov.ph/blr\\_files/blr\\_transparency/union\\_cbasandwasregistration.pdf](http://www.blr.dole.gov.ph/blr_files/blr_transparency/union_cbasandwasregistration.pdf) (last accessed Feb. 26, 2017).

<sup>8</sup> 2 CESARIO AZUCENA, *THE LABOR CODE WITH COMMENTS AND CASES*, 222 (8<sup>th</sup> ed. 2013)

The writer is concerned as to the long term effects of these variables to the rights of workers and how the law should adjust to meet the call of the times.

## II. WHO ARE THE MILLENNIALS?

The Millennials are the names for the generation generally defined as being born between the mid-80's to the late-90's, the generation that was raised to be comfortable with technology, and never knew life that wasn't changing rapidly, permeated with media entertainment, and a weakened and declining labor movement.<sup>9</sup>

Millennials matter because they are not only different from those that have gone before, they are also more numerous than any since the soon-to-retire Baby Boomer generation – Millennials already form 25% of the workforce in the US and account for over half of the population in India. By 2020, Millennials will form 50% of the global workforce.<sup>10</sup>

One New York Times writer described his young co-workers as having "the warp-speed processing of information, the need to speed through careers, the self-esteem on steroids." Speed is a typical characterization of young people who came of age in an era of instant email communication, Facebook updates, and text messaging<sup>11</sup>

Millennials crave feedback and praise, enjoy structure and dislike ambiguity, prefer clear rules, well-defined policies, and responsibilities, desire a work-life balance, and see technology as inseparable from who they are.<sup>12</sup>

There is solid empirical research to support the claim that Millennials are a unique generation: Millennials change careers more frequently. Millennials pursue and continue their education more often. Millennials show loyalty if they continue to accomplish their own goals. Millennials do not like delayed gratification. Millennials pursue self-development throughout their career.<sup>13</sup>

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<sup>9</sup> FONTES & MARGOLIES, *supra* note 2.

<sup>10</sup> PWC.com, Millennials at work, <https://www.pwc.com/m1/en/services/consulting/documents/Millennials-at-work.pdf> (last accessed April 17, 2017).

<sup>11</sup> FONTES & MARGOLIES, *supra* note 2.

<sup>12</sup> Patricia Berg, Psychological Capital and Empowerment as Correlated to Intention to Quit among Millennials in the U.S. Workforce, Anderson University, 1 (Aug. 5, 2015), <http://search.proquest.com/openview/16692681de5ceb984d7c70ab0806b1bb/1?pq-origsite=gscholar&cbl=18750&diss=y>.

<sup>13</sup> *Id.*

### III. MILLENNIALS AND JOB-HOPPING

Millennials job-hop like it's their... well, *job*. Over 60% plan to leave their job within three years of being hired and with an estimated 10% going to work for direct competitors.<sup>14</sup>

Job-hopping has experienced a tremendous spike in recent years because of Millennials; 53 percent of them have had three or more jobs despite being new to the workforce.<sup>15</sup>

Millennials have a higher propensity to change jobs than other generations.<sup>16</sup> During the next year, if given the choice, one in four Millennials would quit his or her current employer to join a new organization or to do something different.<sup>17</sup>

Too often employers who believe they have successfully recruited find, shortly down the road, that they have “lost” their employees – they have either quit or have disengaged. Millennials age 24-34 are retained on average less than three years.<sup>18</sup>

These numbers have their Filipino counterparts:

The Deloitte Millennial Survey shows that two out of every five Filipino millennials are likely to ditch their current jobs in the next two years, mostly because they don't feel that their leadership skills are sufficiently being developed by their employers. Given the choice, 40 percent of Filipino millennials would leave their current employers within two years, with that figure rising to 64 percent when the timeframe is extended to 2020.<sup>19</sup>

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<sup>14</sup> Julia T. Kovacs & Michelle Strowhiro, Employee Turnover: Can Employers Re-coup Investments In Their Employees?, *The Labor Dish*, 1 (Jan. 19, 2017), <https://www.labordish.com/2017/01/employee-turnover-can-employers-recoup-investments-in-their-employees/>.

<sup>15</sup> Doug Horn, [https://cdn2.hubspot.net/hubfs/368586/Whitepapers\\_Corporate/Job-Hopping\\_The\\_New\\_Norm\\_08.2015/Job-Hopping\\_Whitepaper\\_07.2015.pdf](https://cdn2.hubspot.net/hubfs/368586/Whitepapers_Corporate/Job-Hopping_The_New_Norm_08.2015/Job-Hopping_Whitepaper_07.2015.pdf) (last accessed April 17, 2017).

<sup>16</sup> BERG, *supra* note 12.

<sup>17</sup> The 2016 Deloitte Millennial Survey, <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millennial-survey-2016-exec-summary.pdf> (last accessed 28 February 2017).

<sup>18</sup> Wendy Campione, Corporate Offerings: Why Aren't Millennials Staying?, [http://www.na-businesspress.com/JABE/CampioneWA\\_Web17\\_4\\_.pdf](http://www.na-businesspress.com/JABE/CampioneWA_Web17_4_.pdf) (last accessed Feb. 28, 2017).

<sup>19</sup> Doris Dumlao-Abadilla, 40% of Pinoys Millennials May Quit Jobs in 2 Years, *Business Inquirer*, 1 (Jan. 29, 2016) <http://business.inquirer.net/206328/40-of-pinoys-millennials-may-quit-jobs-in-2-years>.

Interestingly, professionals who ended up in the Media & Entertainment, Professional Services, and Government/Education/Non-Profits industries job-hopped the most the five years after they graduated. Whereas the Oil & Energy, Manufacturing/Industrial, and Aero/Auto/Transport industries are where the 2006-2010 grads group who job-hopped the least the five years after they graduated ended up.<sup>20</sup>

#### IV. MILLENNIALS AND UNIONS: THE DIFFICULTY OF ORGANIZING

Unions are in trouble.<sup>21</sup> Union influence in the workplace has declined within the United States over last 50 years.<sup>22</sup> Union membership in the U.S. is at a historic low, what with the decline of the heavily unionized manufacturing industry, but it is lowest by far among Millennials: Only around 4 percent of workers aged 16 to 24 and 9 percent of workers aged 25 to 34 belong to a union.<sup>23</sup>

Millennials not joining unions contributes to an overall stark decline in membership that's been depressing for decades.<sup>24</sup>

Generational differences in union density leave many union members, leaders, and supporters worried for the future and with good reason because union density among young workers is two and a half times lower than those of adult workers.<sup>25</sup>

Researchers from Cornell University discussed the many challenges to organizing and involving young workers:

“Many young workers, particularly on the younger end of the spectrum, do not view their current jobs as a "career" but rather one in a series they will have before settling (hopefully) into long-term employment. Several organizers expressed this as a challenge in

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<sup>20</sup> Brendan Browne, Data Shows That Job-Hopping Is Accelerating (Particularly Among Women), LinkedIn, 1 (April 12, 2016), <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2016/job-hopping-has-increased--and-will-accelerate>.

<sup>21</sup> Jared Meyer, Why 78 Million Millennials Are Choosing Non-Union Jobs, The Fiscal Times, 1 (April 14, 2015), <http://www.thefiscaltimes.com/Columns/2015/04/14/Why-78-Million-Millennials-Are-Choosing-Non-Union-Jobs>

<sup>22</sup> CAMPIONE, *supra* note 18.

<sup>23</sup> Jonathan Timm, Can Millennials Save Unions?, The Atlantic, 1 (Sept. 7, 2015), <https://www.theatlantic.com/business/archive/2015/09/millennials-unions/401918/>.

<sup>24</sup> Courtney Hamilton, Why Don't More Millennials Unionize?, 1 (Nov. 19, 2015), <http://genprogress.org/voices/2015/11/19/41132/why-dont-Millennials-unionize/>.

<sup>25</sup> FONTES & MARGOLIES, *supra* note 2.

organizing young workers since some may feel less inclined to "stay and fight" and would rather just find a new job."<sup>26</sup>

Stanberry<sup>27</sup> shares the same view, "The difficulties of organizing are exacerbated by the fact that employees today change jobs frequently, thereby making it more difficult to maintain union support amongst the rank and file employees."

Another aspect that affects organization of millennials is their concentration in some industries. Educated Millennials have proven to be a [particularly difficult group to organize](#), labor leaders have said, as they are heavily concentrated in high-turnover sectors, such as retail or food service. Further, they are scarcely aware of the union cause, or don't consider joining a union possible.<sup>28</sup>

Marlena Fontes and Ken Margolies explained:

"One obvious factor, contributing to low union density among the young...is that youths occupy jobs that have low union coverage rates, such as retail and private services." Young workers and their peers are less likely to work in a unionized workplace simply because of the sector they may be employed in, so helping them understand the union benefits is harder because they have likely never been in a union or an organizing drive before. As the use of subcontracting increases, the chance that young workers will have the opportunity to be unionized decreases. High turnover rate and subcontracting create a working world where it is unlikely for young workers to be in a union and may make them less likely or enthusiastic about an organizing campaign.<sup>29</sup>

The same observation have been stressed by Jorge Sibal citing Ofreneo and Bitonio (1999) in defining the Future of Philippine Labor Movement: jobs are increasing in the services sector where

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<sup>26</sup> Id.

<sup>27</sup> D. Martin Stranberry, *Youth and Organizing: Why Unions Will Struggle to Organize the Millennials*, <http://scholarlycommons.law.case.edu/jolti/vol2/iss2/6> (last accessed Feb. 28, 2017).

<sup>28</sup> TIMM, *supra* note 23.

<sup>29</sup> FONTES & MARGOLIES, *supra* note 2.

organised labor is weakest. Jobs are fast being casualised and contractualised thereby marginalising the existence of trade unions.<sup>30</sup>

Meyer, on the other hand, hypothesized that “young workers are not interested in diverting a portion of their paychecks to dues that offer them few benefits in return.” Younger workers already ask what that FICA tax is doing in their paychecks, and union dues add another 2 percent to 4 percent tax.<sup>31</sup>

Another problem that researchers found is millennials’ non-reliance to labor unions. Traditionally, workers have relied on unions to help spread their message and pressure employers for change.<sup>32</sup> Although unions have historically been seen as sources of help to employees, it was hypothesized here that union influence would negatively affect Millennials’ job satisfaction.<sup>33</sup>

Resourceful Millennials with workplace complaints may simply prefer to bypass unions and use the Internet in an anonymous capacity to force changes in their workplace. One obvious problem with unions is that their organizing efforts are slow to develop. In an Internet age, wading through the logistical difficulties and procedural requirements associated with union organizing is entirely inefficient for a Millennial hell-bent on changing their working conditions now.<sup>34</sup>

Wendy Campione wrote in her paper, *Corporate Offerings: Why Aren’t Millennials Staying?*:

“Interestingly union coverage within the establishment in which they work appears to be soundly rejected by Millennials as well. This may be reflective of the strong individualism of this generation. Millennials believe that everyone should be judged on their own merits, as an individual not as a member of a group. Combined with their high levels of confidence and self-esteem, they may discount market standards such as years of labor market experience and tenure in the job. Labor unions may represent to them rigid rules of seniority and outdated means of evaluating performance. Also given their

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<sup>30</sup> SIBAL, *supra* note 5.

<sup>31</sup> MEYER, *supra* note 21.

<sup>32</sup> STANBERRY, *supra* note 27.

<sup>33</sup> CAMPIONE, *supra* note 18.

<sup>34</sup> STANBERRY, *supra* note 27.

individualism, the idea of collective anything, whether grievance support or pay negotiations, does not address their need for one-on-one support (supervisor mostly) and personal career goals attainment. Or for some, as youth, they may simply reject the old ways out of hand.<sup>35</sup>

Finnie cited the wrong impression that Millennials imbibed about the unions. There's a pervasive idea that unions are only for certain kinds of people: low-income, industrial, white, older, male workers. For Millennials, the most diverse generation in history, this image isn't simply outdated—it's prohibitive.<sup>36</sup>

Unions too have contributed to their own decline. The slow response to the changing world of work coupled with traditional approaches to union organizing naturally leads to dwindling of union membership and waning of union's sphere of influence.<sup>37</sup>

## V. THE GENERAL STATE OF UNIONS IN THE PHILIPPINES

There has been a general decline of unionism in the country over the past three decades. The number of card-carrying union members would probably be just around 10 percent of the country's workforce. The number of collective bargaining agreements (CBAs) registered with the Labor department is not any more encouraging.<sup>38</sup>

The U.P. School of Labor and Industrial Relations (SOLAIR)<sup>39</sup> cited different reasons that lead to the decline of union membership:

- increasing global economic competition and capital mobility
- rapid pace of technological innovations in production
- restructuring of national economies from manufacturing to services
- privatization of public services, rise of contingent employment arrangements, and

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<sup>35</sup> CAMPIONE, *supra* note 18.

<sup>36</sup> Hannah Finnie, Millennials Support Unions – So Why Don't They Join Them?, 1 (Oct. 6, 2016), <https://talkpoverty.org/2016/10/06/Millennials-support-unions-dont-join/>.

<sup>37</sup> AGANON et al., *supra* note 4.

<sup>38</sup> Manila Times, Are Labor Unions Still Relevant?, <http://www.manilatimes.net/labor-unions-still-relevant/144141/> (last accessed March 28, 2017).

<sup>39</sup> AGANON et al., *supra* note 4.

- mounting resistance of employers to unionization.

Beginning in the 1990's, unions experienced difficulties in union organizing. The U.P. SOLAIR study<sup>40</sup> confirmed that it is even more difficult to organize unions in the 90's compared to the 80's.

Official statistics show a low rate of unionization in the Philippines:

Year	Union Membership	CBA/CNA Coverage
1990	3,055,091	497,317
1995	3,586,835	363,514
2000	3,788,304	484,278
2005	1,910,000	571,176
2006	1,855,000	252,713
2007	1,918,000	247,000
2008 (January to June)	1,927,000	249,000

As we can see, even before the entry of Millennials in the workforce, the unions are already plagued with problems. What researchers have not foreseen is the job-hopping attitude of Millennials that could drastically affect the standing of the union.

For instance, Reese and Soco-Carreon<sup>41</sup> studied different reasons why there is no collective action coming from call center agents. They found out that forming unions in call centers is perceived as futile given the transient character of the workforce. Similar to the findings of Fontes and Margolies, they revealed that many young agents do not consider the industry as their lifetime career and they do not intend to stay in such a workplace for a long time.

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<sup>40</sup>Id.

<sup>41</sup> Niklas Reese & Joefel Soco-Carreon, No Call for Action? Why There is No Union (Yet) in Philippine Call Centers, [http://www.seas.at/aseas/6\\_1/ASEAS\\_6\\_1\\_A8.pdf](http://www.seas.at/aseas/6_1/ASEAS_6_1_A8.pdf) (last accessed Feb. 28, 2017).

Call-center hopping is also partly to be blamed. The ease of moving from one call center to another when problems arise might be a reason why hardly any collective action can be observed.<sup>42</sup>

The stigma attached to unions is also a factor. That unions do not have much appeal to agents is aggravated by the “stigma”<sup>43</sup> attached to unions in the Philippines in general. Not only has the ‘no-union’ policy gotten more and more normal, it is also that membership in trade unions has in general reached new lows. Barely 5 percent of the workforce is organized into trade unions and a mere 13 percent of them are covered by collective bargaining agreements – which are not even deemed universally binding. Together with the rapid and steady decline in the number of trade organized workers, strikes have also dramatically dropped.<sup>44</sup>

Management also devised means to prevent workers from organizing. The image constructed by the management that there is no need for unions as the Human Resources Department takes up individual complaints, employers take care of employees’ needs, and the interests of employers and employees go in the same direction.<sup>45</sup>

## **VI. JOB-HOPPING AND ITS IMPACT ON UNION MEMBERSHIP**

Under Article 291 of the Labor Code, an employee is already qualified for union membership starting on his first day of service. Additionally, Article 259 gives a labor organization the right to prescribe its own rules for acquisition or retention of membership. These safeguard provisions will not however secure the standing of the union if millennials will continue to job hop. If millennials will move from one employer to another, unions will struggle to keep their membership. And this has adverse consequences under the law.

For instance, in an unorganized establishment,<sup>46</sup> the employer may voluntarily recognize the bargaining agent. Voluntary Recognition has the following requisites: first, only one union is asking for recognition and second, the union voluntarily recognized should be the majority union as indicated by the fact that members of the bargaining unit did not object to the projected recognition.

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<sup>42</sup> Id.

<sup>43</sup> FONTES & MARGOLIES, *supra* note 2.

<sup>44</sup> AGANON et al., *supra* note 4.

<sup>45</sup> REESE & CARREON, *supra* note 41.

<sup>46</sup> Id.

<sup>46</sup> An establishment where there is no certified bargaining agent.

To illustrate, if we only have union “A” in an establishment, voluntary recognition should be a no-brainer. However, the law further requires that the union recognized must be a majority union. This means that the members of the union must be big enough to comprise the majority of the bargaining unit otherwise, such union cannot be voluntarily recognized.

Voluntary Recognition is envisioned to facilitate the bargaining process. Professor Azucena even wrote, “The employees, especially the union leaders and organizers, rejoice when they are able to convince the employer to voluntarily recognize and subsequently bargain with their union.” This scenario is now difficult to imagine as union membership is projected to be declining.<sup>47</sup>

If a lone union in an establishment is having a hard time to be declared as the exclusive bargaining agent, what more in case of two or more contending unions in a certification election. Whenever there is doubt as to whether a particular union represents the majority of the rank-and-file employees, the holding of a certification election is the most democratic method of determining the employees’ choice of their bargaining representative<sup>48</sup>

A certification election is the process ordered and supervised by DOLE, of determining, through secret ballot, whether or not a majority of the employees wish to be represented by a labor organization.<sup>49</sup>

To illustrate, even if there are three unions in an establishment, if the members of all unions combined do not comprise majority of the bargaining unit, there is a chance that “no-union” votes will win the election.

Moreover, one of the grounds for the denial of a petition for certification election is the failure to submit the twenty-five percent signature requirement to support the filing of certification election. If a petition for certification election lacks 25% support because a sizeable number of union members have withdrawn their membership, the petition may be dismissed if the withdrawal happened before the filing of the petition.<sup>50</sup>

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<sup>47</sup> AZUCENA, *supra* note 8, at 448.

<sup>48</sup> *Philippine Airlines Employees’ Association v. Calleja*, G.R. No. 76673 (1988).

<sup>49</sup> *UST Faculty Union v. Director Bitonio*, G.R. No. 131235 (1999).

<sup>50</sup> AZUCENA, *supra* note 8, at 474.

At this point, we could see that Millennials who come and go will significantly weaken the standing of the union in certification process. If unions could not be certified as exclusive bargaining representatives, the mechanics of collective bargaining will not set in motion.

Article 262 of the Labor Code will be rendered illusory:

“The duty to bargain collectively means the performance of a mutual obligation to meet and convene promptly and expeditiously in good faith for the purpose of negotiating an agreement with respect to wages, hours of work and all other terms and conditions of employment including proposals for adjusting any grievances or questions arising under such agreement and executing a contract incorporating such agreement if requested by either party but such duty does not compel any party to agree to a proposal or to make any concession.”

## VII. THE NEED TO REVITALIZE UNIONS

Many unions see a growing need to organize young workers and energize current young members. One union’s policy paper stated that “we desperately need the active participation of young workers – not just to add to our membership base but to bring renewed and enthusiastic energy, ideas, and challenges.”<sup>51</sup>

Jurisprudence acknowledges the role of unions in labor relations. The union is the recognized instrumentality and mouthpiece of the laborers. Only through the union can the laborers exercise the right of collective bargaining and enjoy other privileges. Without the union, laborers are impotent to protect themselves against “reaction of conflicting economic changes” and maintain and improved their lot.<sup>52</sup> The union may be considered as the agent of its members for the purpose of securing for them fair and just wages and good working conditions.<sup>53</sup>

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<sup>51</sup> FONTES & MARGOLIES, *supra* note 2.

<sup>52</sup> *A.L. Amemen Trans. v. Bicol Trans. Employees Mutual Association*, G.R. No. L.4941 (1952).

<sup>53</sup> *Heirs of Teodoro M. Cruz v. CIR*, 30 SCRA 917 (1969).

Collective bargaining fuels innovations in wages, benefits, and work practices that affect both unionized and nonunionized workers.<sup>54</sup> For young people in particular, joining a union could stabilize the growing tide of low-wage, high turnover and irregular labor that characterizes so many of their jobs.<sup>55</sup>

In the United States, union workers receive larger wage increases and generally earn higher wages and have greater access to most of the common employer-sponsored benefits as well. Wages and salaries for private industry union workers averaged \$18.36 per hour while those for non-union private industry workers averaged \$14.81 per hour. This trend appears to persist despite declining union membership.<sup>56</sup>

Unions have provided labor protections for their members in three important ways: 1) they have been a voice for workers in identifying where laws and regulations are needed, and have been influential in getting these laws enacted; 2) they have provided information to members about workers' rights and available programs; and 3) they have encouraged their members to exercise workplace rights and participate in programs by reducing fear of employer retribution, helping members navigate the necessary procedures, and facilitating the handling of workers' rights disputes.<sup>57</sup>

## VIII. CONCLUSION

Undoubtedly, unionism in the Philippines, like in many countries in the world, is in a state of crisis.<sup>58</sup> Researchers have studied several causes that contributed to the decline such as contractualization and the general attitude of young people toward unions. What researchers have yet to establish is the link between job-hopping trend of millennials and its long-term consequences on union membership. The literature on job-hopping focuses more on the side of the employer *e.g.* difficulty of recouping costs than on the side of the unions.

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<sup>54</sup> Lawrence Mishel & Matthew Walters, *How Unions Help All Workers*, Economic Policy Institute, 1 (Aug. 26, 2003), [http://www.epi.org/publication/briefingpapers\\_bp143/](http://www.epi.org/publication/briefingpapers_bp143/).

<sup>55</sup> HAMILTON, *supra* note 24.

<sup>56</sup> George Long, *Differences between union and non-union compensation*, Bureau of Labor Statistics, 1 (April 2013), <https://www.bls.gov/opub/mlr/2013/04/art2full.pdf>.

<sup>57</sup> MISHEL & WALTERS, *supra* note 53.

There is also a void as to how the law should be adjusted to cope with the work attitudes of Millennials. Much emphasis is given on how unions can revamp their campaigns to attract Millennials.

However, if all else fails, what will the future hold for unionism and collective bargaining? If in 2020, 64 percent of Filipino Millennials will leave their employers, what will now happen to the demographics of the union? Assuming that some of the millennials will stay, there's no assurance that they will join a union because of their unfavorable image toward the organization. These two variables (job hopping and negative attitude) threaten the existence of unions in the next decade.

Noteworthy to remember is the extinction of the unions will fire back to the Millennials. They will no longer enjoy the privileges previously enjoyed by the older generations such as better terms and conditions of employment.

Lawmakers should amend some provisions of the Labor Code to meet the needs of the Millennials. Millennials have strongly stated in corporate surveys and in academic studies that freedom to do their work in the manner in which they desire is very highly rated.<sup>59</sup>

Millennials place a higher value on jobs with flexible schedules that don't take away from the rest of their lives. They're more apt to want a job with a lot of vacation time, work at an easy pace and not want a boss looking over their shoulder.<sup>60</sup>

In the United States, the National Labor Relations Board is doing everything within its power to make things easier for workers to unionize, like streamlining election procedures.<sup>61</sup> Hence, the whole certification process under the Labor Code must be revamped.

Due to lack of material time, the writer could only foresee the long term effects of job-hopping to union membership. The writer suggests an actual study to see if the problem is more imaginary than real.

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<sup>59</sup> CAMPIONE, *supra* note 18.

<sup>60</sup> <http://www.sandiegouniontribune.com/business/economy/sdut-jobs-labor-young-workers-Millennials-2015sep03-htmstory.html> (last accessed March 28, 2017).

<sup>61</sup> Lydia DePillis, *Laws That Decimate Unions May Be Inevitable. Here's How Labor Can Survive*, [https://www.washingtonpost.com/news/work/wp/2015/03/03/how-unions-can-survive-in-a-right-to-work-world/?utm\\_term=.5444847cfae](https://www.washingtonpost.com/news/work/wp/2015/03/03/how-unions-can-survive-in-a-right-to-work-world/?utm_term=.5444847cfae) (last accessed April 17, 2017).