

THE IMPACT OF FILIPINO WORK VALUES IN ORGANIZATIONAL COMMITMENT OF PUBLIC SCHOOL TEACHERS

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ABSTRACT

This quantitative research was conceptualized to determine the role of 10 Filipino Work Values as determinants of organizational commitment of public-school teachers. A descriptive correlational research design using two non-probability sampling techniques, namely: purposive sampling and snowball sampling, were utilized to recruit participants. To gather needed data for the research, survey questionnaires were administered online to a total of 111 permanent, full-time public-school teachers aged 25-55 years old with at least five years of work service in their current organizations. Using multiple linear regression, the findings revealed that among the 10 values, Intellectual-Achievement, Organizational, and Occupational work values had the most importance, and that all 10 work values had weak positive relationships towards organizational commitment.

Keywords: Filipino work values, organizational commitment

INTRODUCTION

What motivates Filipinos to work stands apart from foreign worker's motivators; this is because although Filipino values were derived from universal values, they can easily be distinguished due to their modified, Filipino touch (Jocano, 2000). One example is the Filipino value *Hija*, which when translated into English is Shame, but in the Philippines, it takes on a deeper cultural meaning as it serves as a motivator in their work behavior and decision making (Selmer, 2001). According to Evason (2016), "Filipinos may be more motivated to succeed by a fear of shame rather than fear of failing the task at hand." In addition to this, Filipinos are also known for their collectivism; the value of *Pakikipagkapwa* stands as an example and allows them to work smoothly as part of a group that oftentimes, their collectivistic pride takes over their individual pride (Evason, 2016).

Some types of the Filipino work values named by Cervera (1988) are as follows: (a) Environmental which are pleasant physical working conditions which involve quietness, proximity from home, workplace cleanliness, and temperature; (b) Familial which involve working conditions that allow employees to be in touch with their family in order to retain their family's unity, closeness, and loyalty; (c) Intellectual-achievement orientation or organizational factors which open opportunities for autonomy in decision-making, taking responsibility for outcomes, and gives a sense of accomplishment; (d) Interpersonal working conditions which allow for *pakikisama*, loyalty, and friendships among co-workers; (e) Managerial working conditions which enable directing people and efficient use of different resources in order to reach the organizational goals; (f) Material value which involve work conditions that enable one to acquire security of tenure, good pay, benefits, and prestige; (g) Occupational work factors which allows for occupational growth, competence, and application of education to work;

(h) Organizational values or the presence of caring and nurturing work conditions that encourages employees to instill the organizational goals, openness, cooperation, and policies into their work behavior; (i) Religion value wherein a work environment does not discriminate one's religious beliefs and promotes one's religious expression; and (j) Variety or working conditions that provide variety instead of routinary work that may make work tedious, boring, and unchallenging.

Klein, et. al. defined commitment as a "volitional psychological bond reflecting dedication to and responsibility for a particular target" (2012) and constructed a target neutral tool of commitment which also measures organizational commitment. In Industrial-Organizational psychology, organizational commitment is a psychological state which influences an employee's decision whether to retain or sever their relationship with the organization they belong in (Figueira, et. al., 2014; Meyer & Allen, 1991). As organizational commitment is also characterized by beliefs, values, standards, and goals of the company (Mowday et. al., 1979; Ghosh & Swamy, 2014), it may be inferred that the degree of commitment that employees exert in their organization is determined by whether their values are nurtured inside the organization.

Some international studies reported that work values have a positive relationship with organizational commitment (Putti, et. al. 1989; Singh & Jaiswal, 2016). However, Singh & Jaiswal's work made use of the Work Value Questionnaire by Schwartz (1992) which was composed of eleven universal values, corresponding to Schwartz Theory of Basic Values. Some of the values from Schwartz' Theory are similar to the values from the Filipino Work Values Scale, noting the following parallels: The value Self-direction is akin to the Filipino value Intellectual-achievement orientation as they both refer to a preference of having autonomy or independent thought and action; Benevolence and Conformity to the Filipino Interpersonal value *Pakikipagkapwa*, as they place importance in conformity with the expectations or norms and to improve relationships for the smooth functioning of the group, respectively; Power is akin to the Filipino Managerial value as they both involve holding power over human and material resources; Security and Achievement to the Filipino Material value wherein security, economic returns and success according to social standards are important; Tradition to the Filipino Religious value as both involve respect and acceptance of one's expression of beliefs and customs; and Stimulation which is similar to the Filipino work value Variety

as they both involve a person's need for variety in activities in order to achieve optimal conditions that allow for work. However, the Filipino Environmental, Familial, Occupational, and Organizational values do not have observable parallels from the Schwartz' values.

Although there were already studies signifying the relationship between work values and organizational commitment, there is scarcity of local literature about the relationship between the distinctive Filipino work values and organizational commitment. Filipino work values were specifically chosen because of the different social structure of the Philippines that had already undergone various structure changes, which had also shaped its culture and its people's work values (Jocano, 2000). Because of this, the researchers wished to know which among the work values Filipino workers hold in high regard, and whether the distinctive Filipino values affected Filipino workers' and employees' commitment to their respective organization. The study used a descriptive-correlational design to determine and measure the relationship among the variables, if there were any. It made use of two tools: the Filipino Work Values Scale (Cervera, 1988) and the Klein et al. Unidimensional Target neutral (K.U.T) Commitment Measure (Klein, et. al., 2014).

In view of this, permanent, full-time public elementary and high school teachers with at least five (5) years of experience were chosen as samples for the study, for some studies suggested that employees from the public sector--such as teachers in public schools--had high organizational commitment that may be due to higher job security (Rahaman, 2012; Kumari & Priya, 2017). Tenure (years of experience in current organization) was also given focus because a meta-analysis by Cohen (1993) reported that there was a positive relationship between tenure and organizational commitment, but such relationship was only evident when an employee had at least five (5) years of experience; an employment stage known as advancement stage.

The researchers hypothesized that the ten respective Filipino Work Values-- (a) Environment, (b) Family, (c) Intellectual-Achievement, (d) Interpersonal, (e) Managerial, (f) Material, (g) Occupational, (h) Organizational, (i) Religious, and (j) Variety-- will show a positive correlation to an employee's organizational commitment. In relation to this, the researchers also presumed that among the highest Filipino work values will be related to familial and interpersonal responsibilities such as working well to pay back debt of gratitude.

The study was expected to serve as supplemental information for management decision-making in that they will know which Filipino work values must be given more attention to boost workers and employee's organizational commitment (figure 1).



Figure 1. Conceptual Framework

METHOD

Participants

Two non-probability sampling methods were used for recruiting participants, namely: purposive sampling and snowball sampling. A total of one hundred fifty-eight participants were recruited for data gathering but after data screening, some participants failed to meet the inclusion criteria of having at least five (5) years of experience in their current organization ($n = 47$) and only 111 data were included in the final data set.

Permanent, full-time, elementary and high school public teachers with at least five (5) years of work experience in their current organization, whose age ranges from 25-55 years old were chosen as the participants of the study because some studies suggest that employees from the public sector have high organizational commitment due to higher job security (Rahaman, 2012; Kumari & Priya). Years of experience in their current organization was also a criterion for choosing the participants because a meta-analysis by Cohen (1993) reported a positive relationship between tenure and organizational commitment, but such relationship was only evident when an employee had at least five (5) to eight (8) years of experience, an employment stage known as establishment stage. In addition to Cohen's findings, those with at least nine (9) years of work experience are in the maintenance stage.

Of the 111 participants, 89 were female (80%) and 22 were male (20%). 43 participants had 5-8 years of work experience (39%) and 68 participants had 9 or more years of work experience (61%). Furthermore, 18 of them were 25-30 years old (16%), 25 were 31-35 years old (23%), 18 were 36-40 years old (16%) and 50 were 40 years old and above (45%).

Participation was done on a voluntary and referral basis. See Table 1.

Table 1. Demographic Characteristics of the Participants

Demographics	Frequency	Percentage
Sex		
Male	22	19.82
Female	89	80.18
Age		
25 – 30	18	16.22
31 – 35	25	22.52
36 – 40	18	16.22
41 and above	50	45.04
Length of Service		
5 – 8 years	43	38.74
9 years and above	68	61.26

N = 111

Materials

A demographic questionnaire with queries such as name, age, sex, years of experience, length of service, employee classification, and work status, together with the two standardized questionnaires were used for the study.

The Filipino Work Values Scale (FWVS) by Cervera (1988) is an 80-item tool developed with the purpose of providing Human Resource Specialists a better understanding of the underlying values of Filipino work behavior. It is a Likert type scale with numerical values ranging from 1 to 5 (1 = Very unimportant, 5 = Very important). The scale has 10 dimensions, namely: (a) Environmental which include items like "A place of work with complete and updated or modern facilities.", (b) Familial which involve items such as "A job which does not take you away from your family", (c) Intellectual-achievement orientation which involve items such as "A job which maximizes your potential", (d) Interpersonal with items like "A place of work where everybody is friendly", (e) Managerial with sample items like "A job which requires you to integrate the activities of people", (f) Material with items such as "A high salary/pay", (g) Occupational which include items such as "A job of which you are fully knowledgeable", (h) Organizational with sample item such as "A work organization of which you are proud of being a member", (i) Religion with items like "Working with God-Fearing superiors", and (j) Variety with sample items like "Work assignments which are not boring and tedious." The scale has high reliability coefficients ($r = .616$ to $.857$) and has positive, significant construct validity based on its inter-item correlations at the .01 level according to De Jesus (1995).

To measure organizational commitment, the Klein et al. Unidimensional Target neutral (K.U.T) Commitment Measure (Klein et. al., 2014) was utilized in this study. It is a four-item Likert type questionnaire with numerical values from 1 to 5 (1= Not at all, 5= Extremely) to indicate the participant's level of agreement. It includes questions such as "How dedicated are you to your organization?" The unidimensional, target-free commitment measure was made for helping researchers measure different recipients of commitment as it can be easily modified to address a specific target (thus, this questionnaire may measure several types of commitment such as organizational commitment, education commitment, and others). Also, unidimensional measures are easier to understand and enable measurement of commitment in different populations, which gives researchers an opportunity to compare more studies about commitment (Klein et. al., 2014). The K.U.T Commitment Measure has high reliability coefficients ($r = .86$ to $.98$) and has an initial construct validity of 0.68 to 0.97 in its standardized factor loadings.

Procedure

The researchers conducted an online survey for data gathering from April 16-21, 2020 using the platform Google forms, wherein the tests were administered individually to each participant. Prior to the answering of the questionnaires, an informed consent was presented to the participants and they were given option to voluntarily participate in the study. Those who chose to participate in the study were requested to fill in the demographic questionnaire which included details about the inclusion criteria for the study. This was done to ensure that all participants are permanent, full-time, elementary, and high school public teachers with at least five (5) years of work experience in their current organization, whose age ranges from 25-55 years old. Once the demographic questionnaires were filled out, the respondents answered the Filipino Work Values Scale (Cervera, 1988) to assess how important each trait of their boss, job, and work environment are to them. They were instructed to mark the circle under one of the following Likert-scale values: 1 = Very unimportant, 2 = Unimportant, 3 = Neutral, 4 = Important, and 5 = Very important. This tool was succeeded by Klein et al. Unidimensional Target-neutral (K.U.T) Commitment Measure wherein participants were asked to indicate their level of commitment to their current organization by marking the circle under one of the following five Likert-scale values: 1 = Not at all, 2 = Slightly, 3 = Moderately, 4 = Quite a bit,

and 5 = Extremely. Lastly, a debriefing section was extended to the participants so that their questions, clarifications, and concerns may be addressed by the researchers via email.

Design

The study used a descriptive-correlational design under quantitative approach. In a descriptive-correlational design, the researchers are mainly concerned in measuring the extent and direction of relationships among variables without concluding causal connections (Pagano, 2009). In the research, the goal was to determine if the independent variables, which are the ten different Filipino work values, have an impact on the dependent variable which is the organizational commitment of public-school teachers.

To determine the degree and direction of the role of the ten Filipino work values towards organizational commitment, a multiple linear regression was used as the statistical treatment for the data. Multiple linear regression allows for modeling the linear relationship among the explanatory (independent) variables and the dependent (response) variable (Jobson, 1991).

RESULTS

The researchers hypothesized that among the highest Filipino work values will be related to familial and interpersonal dimensions. Means of each dimension of the Filipino work values were computed and the results were as follows. Intellectual-Achievement seemed to be the most important value for the sample of public-school teachers ($\bar{x} = 4.71$), followed by Organizational ($\bar{x} = 4.66$), and Occupational ($\bar{x} = 4.65$). Overall, work values were very important to public school teachers ($\bar{x} = 4.46 - 4.71$) and organizational commitment ($\bar{x} = 4.74$).

Table 2. Means and Standard Deviations of Filipino Work Values

Variables	Mean	SD
Filipino Work Values (IV)		
Intellectual-Achievement	4.71	.49
Organizational	4.66	.60
Occupational	4.65	.46
Interpersonal	4.62	.48
Environmental	4.62	.49
Variety	4.57	.46
Material	4.54	.42
Familial	4.51	.49
Managerial	4.48	.53
Religious	4.46	.49
Organizational Commitment (DV)	4.74	.45

The researchers also hypothesized that all 10 Filipino work values would have a positive relationship towards organizational commitment. To determine the degree and direction of relationships between the variables, multiple linear regression was used as the statistical treatment for the data. The statistical treatment revealed that all dimensions of the work values had low positive relationships to organizational commitment and only selected predictor variables showed statistically significant impact towards the outcome variable.

Only three work dimensions had substantial statistical significance, namely: Familial, Religious, and Occupational ($p < .05$). Furthermore, the adjusted R Square indicates that 13% and 9.6% of organizational commitment is explained by Interpersonal and Familial dimensions, respectively. See Table 3.

Table 3. Correlation, Statistical Significance, and Adjusted R Square of Filipino Work Values to Organizational Commitment

Independent Variables	Pearson r	Sig. (1-tailed)	Adjusted R Square
Filipino Work Values (IV)			
Intellectual-Achievement	.092	.169	
Organizational	.094	.162	
Occupational	.188	.024**	
Interpersonal	.139	.073	.130
Environmental	.114	.116	
Variety	.047	.311	
Material	.133	.082	
Familial	.322	.000**	.096
Managerial	.116	.112	
Religious	.265	.002**	

** $p < .05$

DISCUSSION

The researchers presumed that all Filipino work values would be positively correlated to organizational commitment. This hypothesis was supported by some international literature (Putti, et. al. 1989; Singh & Jaiswal, 2016) that used a measure of universal values which had similar premises to the conceptual definitions of the dimensions of the Filipino Work Values Scale (Cervera, 1988). However, findings showed that Filipino work values had only minimal impact towards the public-school teachers' organizational commitment, and thus, are not strong predictors for the dependent variable. One probable reason for this is that although work values may have some role in organizational commitment, it may need other factors as mediators so that it would have a strong impact towards the outcome variable.

The present study revealed that the public-school teacher participants had high work values and strong organizational commitment in their respective organizations. This may mean that they have strong dedication for their work organizations that may be driven by meeting their personal values as arbitrated by other work-related factors. Hence, public school human resource management may consider familial, religious, and occupational values in their policy-making, center their recruitment process towards these work values, or incorporate these work values in their training and development goals.

Majority of the participants in the study were female, aged 41 and above, and those who have at least nine (9) years of teaching experience. Several studies support that women, in general, display higher levels of organizational commitment than men (Mowday et. al., 1982; Mathieu & Zajac, 1990) and are less likely to leave their employers (Hrebiniak & Alutto, 1972). It was also suggested in a meta-analysis by Cohen (1993) that those with higher tenure are more committed than those who do not. This may be because of the security of tenure that is present when employees are already in the maintenance stage of their careers. In the study, participants aged 41 and above also have higher tenure (years of experience). All these demographic influences may account for the high levels of organizational commitment in the results.

The present study is limited as it only consisted of a small sample through non-probability sampling and thus suffered from limited generalizability. Future researchers may consider selecting participants from other occupational

groups. In addition, they may also gather more participants, and use probability sampling techniques rather than non-probability sampling. For better results, they may also opt using other factors as mediator between Filipino work values and organizational commitment. For instance, some studies about work values and organizational commitment used job satisfaction or job involvement to mediate between the two factors (Froese & Xiao, 2012; Dinc & Aydemir, 2013).

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