

The Filipino Work Values of Young Professionals in the Province of Tarlac, Philippines

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ABSTRACT

The achievement of an organization's vision, mission and goals is of primary importance such that the organization's workplace should be composed of people who have values and beliefs aligned with that of the organization. The present study described the profile of the young professionals, their work values, using a 5-point Likert scale, and finally the relationship between their profile and work values were determined using the Spearman's Rho. Results showed that work value aspects of occupational, material, intellectual achievement and organizational were rated with a very high importance while aspects like environmental, managerial, religious, familial, varied, and interpersonal were rated with high importance. Findings on the relationship study revealed that among the 10 work values, the organizational, varied and interpersonal aspects had weak but significant relationship towards salary. Utilizing multivariate regressions revealed that there is insufficient evidence to support the notion that profile variables can be used as predictors of Filipino work values among young professionals.

Keywords: Work values, Young professionals.

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1. INTRODUCTION

Workplace values encompass the fundamental guiding principles that shape individuals' approach to their professional endeavors. They represent deeply ingrained beliefs that inform ethical decision-making, work methodologies, and significant career-related choices. The workplace values established by an organization serve as a cornerstone for its culture, reflecting the collective priorities of the entire entity. It is crucial for the values of the workforce to align with those of the organization, as this alignment fosters mutual understanding, encourages principled actions, and cultivates robust interpersonal relationships. By attaining values alignment, the organization as a whole can effectively pursue its core mission. In accordance with Duffy's (2010) definition, work values can be described as individuals' desires and the specific aspects of a job that contribute to their overall satisfaction.

Cervera (1998) lists the following Filipino work values; (a) Environmental, including quietness, proximity to home, workplace cleanliness, and temperature; (b) Familial, where employees can stay in touch with their families to maintain unity, closeness, and loyalty; (c) Intellectual-achievement orientation or organizational elements that allow decision-making autonomy, result responsibility, and a sense of accomplishment; (d) Interpersonal working conditions that foster pakikisama, loyalty, and friendships among coworkers; (e) Managerial working conditions that enable people management and efficient use of resources to achieve organizational goals; (f) Material value, including job security, decent salary, perks, and status; (g) Work characteristics that promote occupational growth, competence, and education-to-work; (h) Organizational values or caring work environments that inspire employees to adopt organizational aims, openness, cooperation, and policies; (i) Religion value, where a workplace does not discriminate against religious views and fosters expression; and (j) Variety, where work is neither tedious, boring, or unchallenging (Cena, Fresco et al., 2021).

According to Andres (2004), an individual's attitude is shaped by the values they hold both personally and professionally. This attitude significantly impacts the effectiveness, efficiency, and productivity of workers within an organization. In fact, values play a crucial role in guiding decision-making, shaping preferences, and driving action. Recognizing the significance of this connection, the researchers set out to explore whether there exists a correlation between profile variables (such as personal characteristics, educational background, or work experience) and the work values held by young professionals. By investigating this relationship, they aimed to gain a deeper understanding of how various factors influence the work values of individuals entering the workforce.

2. METHODOLOGY

The present study employed a descriptive correlational survey method within a quantitative approach. A survey questionnaire was adopted by the researchers using the Filipino Work Values Scale (FWVS) an instrument designed by Cervera (2010). The FWVS consists of 80 items that are categorized into subscales or dimensions, which aim to capture the work values guiding decision-making among young professionals. Participants were asked to rate the importance of these values using a 5-point Likert scale. A sample of 100 young professionals was randomly selected to partake in the survey. Profile variables were also described using frequency counts, while the means and corresponding adjectival descriptions were computed for each aspect of work values. To examine the relationship between profile variables and work values, Spearman's Rho correlation coefficient was employed. Furthermore, a multivariate regression analysis was conducted to determine whether the profile variables could predict the Filipino work values of the young professionals.

3. RESULTS AND DISCUSSION

The findings provide valuable insights into the demographics and characteristics of the respondents. The data suggests that the study predominantly involved 59% female participants. Among the participants, 4.8% held doctorate degrees, 6.7% held master's

degrees, and 88.6% held bachelor's degrees. This distribution highlights a majority of respondents holding bachelor's degrees, indicating that the sample primarily consisted of individuals with undergraduate education. The study also examined the participants' positions within their respective organizations. The findings demonstrate that 1.9% were from top management, 28.6% held middle management positions, and the majority, 69.5%, belonged to the rank and file. This distribution suggests that the study aimed to capture insights from individuals at various levels of the organizational hierarchy, with a particular focus on the rank-and-file employees and as to salary, 62% of them are earning less than 500 USD monthly while 37.9 % are earning more than 500 USD.

Vildo (2017) highlighted the role of education, women's economic independence, and a strong legal framework, while Kabeer (2005) underscores the cognitive changes that education can bring about, enabling women to actively engage with and transform their lives. By considering the findings from these studies collectively, it becomes evident that education plays a crucial role in fostering women's empowerment by equipping them with knowledge, skills, and independence and make meaningful contributions to society.

Table 1: FWVS – ENVIRONMENTAL

Indicators	Mean	Adjectival Description	SD
A place of work which is not far from where you live	4.35	H	.837
A place of work which is accessible by public transportation	4.61	VH	.867
A place of work which is not populated	4.61	VH	.843
A place of work with complete and updated modern or modern facilities	4.45	H	.683
A spacious working area	4.29	H	.935
A job with related atmosphere	4.52	VH	.739
A place of work with good ventilation	4.48	H	.765
A job which is located in a nice and clean environment	4.61	VH	.822
A place of work which is quiet	3.94	H	1.211
Sub Mean	4.43	H	

Table 1 presents the environmental aspects of work values, with a sub mean score of 4.43. The work values of young professionals are considered high in terms of accessibility and the physical condition of the workplace. This implies convenience of the workplace and physical attributes are with high regard to the respondents.

Table 2: FWVS – MANAGERIAL

Indicators	Mean	Adjectival Description	SD
Work organization which gives you freedom to make decision on matters of which you are responsible	4.52	VH	.739
Working with superiors who train you to integrate and coordinate organizational resources (men, material, money, time and space, for example) toward the accomplishment of objectives	4.74	VH	.557
A boss who tells you about the overall plans of the organization and allows you to get involved in the implementation of this plan	4.32	H	.717
A job which requires you to integrate the activities of people	4.26	H	.865
A place of work which recognizes your ability to make human and physical resources of your work organization productive	4.61	VH	.854
A job which gives you right and power over others	3.90	H	1.003
A job which offers you opportunities to direct and implement tasks	4.35	H	.837
Sub Mean	4.39	H	

Table 2 presents the work values on managerial aspects with a sub mean score of 4.39 described as high. This shows that respondents find that working with superiors who train them to integrate and coordinate organizational resources towards accomplishment of objectives has a mean score of 4.74 rated as very high. The work values of the respondents on management are like empowerment and delegation of tasks.

In Buckholder's (2007) study, he highlighted the significance of assigning tasks or projects that provide individuals with the autonomy to make decisions that will make them feel they have earned trust and are able to work on their own and take full responsibility, not only on the specific tasks but of their entire role within the organization.

Table 3: FWVS – MATERIAL

Indicators	Mean	Adjectival Description	SD
A high salary pay.	4.58	VH	.72
A job which offers you to many opportunities to earn extra money	4.13	H	1.06
Job security	4.71	VH	.557
A work organization which has a program for promotions and salary increases	4.77	VH	.523

A job which has security of tenure	4.65	VH	.622
Fringe benefits such as housing SSS/GSIS insurances, vacation, study , sick leaves or others	4.74	VH	.542
A job which gives you prestige	4.23	H	.914
A job which compensates your efforts well	4.77	VH	.623
Sub Mean	4.57	VH	

Table 3 presents work values of respondents in terms of materials. A sub mean score of 4.57 rated as very high, shows that they feel that they value a job that is compensatory for their efforts. The results of the study showed that respondents give very high regard to “a work organization which has a program for promotions and salary increases” and “a job that compensates your efforts well” with a mean score of 4.77. The findings were strengthened by Zapra (2008) that described capacity for hard work given proper conditions, desire to raise one’s standard of living and possess the essentials of decent life. However, in the study conducted by Dewi (2022), remuneration system does not affect the performance of public lecturers.

Table 4: FWVS – OCCUPATIONAL

Indicators	Mean	Adjectival Description	SD
A job which allows you to help those in need of your service	4.39	H	.806
A job which is in line with your training and education	4.74	VH	.543
A job which you are fully knowledgeable	4.74	VH	.624
A job which is in line with your interests	4.68	VH	.631
Working with superiors who are fair in dealings with their subordinates	4.90	VH	.534
A job which gives you authority proportionate to your position	4.55	VH	.711
Working with people who recognize your merit	4.68	VH	.631
Working with honest superior	4.71	VH	.547
A job which gives you opportunities for occupational growth	4.61	VH	.867
A job which maximizes use of your training and education	4.65	VH	.622
Sub Mean	4.66	VH	

Table 4 shows data on occupational values with a sub mean score of 4.66, rated as very high are the work values on working with supervisors who are fair in dealings

with their subordinates. According to Matias and Perez (2003) work values are profound underlying beliefs that influence individual occupational choices. These values affect what an individual feels are important and fairly stable throughout their life span. Work values are a more basic aspect of work need. Work needs are the necessity for rewards and appreciation that individuals have done through work well done. This includes personal and professional growth of the employees who are provided with proper training and professional development activities.

In the study conducted by Dewi 2022, remuneration system does not affect the performance of Public Service Agencies lecturers in Indonesia. The organizational commitment variable also does not fully moderate the effect of the remuneration system on lecturer performance. However, from the results of statistical testing, it is known that organizational commitment is a potential moderating factor in the research model being tested. This can be caused by the application of the remuneration system at Public Service Agencies relatively recently, on average, only 2-5 years, so that psychologically, the remuneration system has not been internalized in each lecturer.

Table 5: FWVS – ORGANIZATIONAL

Indicators	Mean	Adjectival Description	SD
A work organization which is able to motivate its employees to follow policies	4.42	H	.543
A work organization where the manager exerts efforts to make the employees aware of issues affecting them	4.58	VH	.72
A work organization of which you are proud of being a member	4.65	VH	.642
Membership in an organization foster openness and helpfulness among members	4.52	VH	.739
Working with superiors who are aware of issues affecting workers	4.29	H	.935
Working with superiors who make you feel that you are an important part of the organization	4.68	VH	.641
Sub Mean	4.52	VH	

Table 5 shows data on organizational values of young professionals. Among the indicators, “working with supervisors who are fair in dealing with their subordinates showed a sub mean of 4.68, rated as Very High.” This was concluded by Tsindoli and Makori (2017) in their study that the most significant motivation of employees was meaningful delegation, availability of relevant and adequate materials, conducive working environment, manageable workload and leadership styles of superiors. Schein (1983) defined Organization Culture as “the pattern of basic assumptions that a group has invented, discovered, or developed in learning to cope

with its problems of external adaptation and internal integration” (Suryanarayana, 2023). Respondents would always want to work in a place where they share the same culture as manifested by the organizational culture of the organization and the workplace.

Table 6: FWVS – RELIGIOUS

Indicators	Mean	Adjectival Description	SD
A job which gives you time to attend to your church and other religious activities	4.58	VH	.72
Working with God-fearing superiors	4.61	VH	.867
A job which does not place you into situations which conflict with your religious convictions	4.29	H	.935
A work organization where you can stand for your religious principles regardless of consequences	4.39	H	.951
A job which offers you to serve God and be close to him	4.55	VH	.724
Working with people who have the same religious belief as you have	3.74	H	.989
A place of work where you are allowed to exercise your beliefs	4.19	H	.974
Sub Mean	4.34	H	

Table 6 presents empirical findings pertaining to religious values, portraying a sub mean of 4.34 along with a markedly elevated adjectival description. Evidently, the respondents exhibit a conviction in the significance of collaborating with superiors who possess a deep reverence for the divine. As expounded by Roche (1989), the Filipino character evinces a commendable attribute of unwavering faith and religious devotion. In this vein, individuals within the sample profess an inclination towards enhanced work performance within an organizational context that fosters an environment wherein both superiors and peers share a profound sense of religious piety.

Table 7: FWVS – INTELLECTUAL- ACHIEVEMENT

Indicators	Mean	Adjectival Description	SD
A job which maximizes your potential	4.77	VH	.582

A work organization where programs are conducted for the improvement and occupational advancement of employees	4.55	VH	.732
Membership in work and/ or professional organizations which provide greater chance for intellectual advancement	4.65	VH	.645
A job which gives you opportunity for independent thought and action	4.45	H	.683
Work assignments are challenging enough to motivate you to study continuously	4.32	H	.717
A job which allows you to improve your academic and professional training	4.74	VH	.575
A job which allows you to gain maturity in decision making	4.52	VH	.743
A boss who gets your opinion about your work	4.52	VH	.693
A job which give you a feeling of worthwhile accomplishments	4.58	VH	.72
Work assignments which give you opportunities to improve your skills	4.74	VH	.524
Feeling of self-worth in your job	4.77	VH	.523
Sub Mean	4.60	VH	

Table 7 shows data on intellectual achievement with a sub mean of 4.60 and VH adjectival description. Among the indicators a VH mean was computed as 4.77 on both indicators stating “a job which maximizes your potential and feeling of self-worth in your job”. According to Jocano (2003), work values are a set of common views of aspects of life, thinking and attitudes about work and how it should be done. It is crucial because it affects how individuals perform in his job in terms of what is right or wrong. So, it affects the way a worker psychologically distinguishes his work, hence the workers motivation to tackle a task productively, with quality and efficiency.

Table 8: FWVS – FAMILIAL

Indicators	Mean	Adjectival Description	SD
A job which does not take away from your family	4.52	VH	.739
A job which give you enough time to attend to the needs of your family	4.45	H	.683
Work assignments which do not pull you away from your family much of	4.13	H	1.06

the time			
A job which your family approves of	4.13	H	.906
A job which spares your time to be with your parents	4.35	H	.837
Sub Mean	4.32	H	

Table 8 shows data on work values regarding familial has a mean of 4.32 and high adjectival description. Among the indicators with very high adjectival description, with a mean of 4.52 is the indicator, “a job does not take away from a family” that they value most. One of the strengths of Filipino culture is the love for family. This is manifested in the data where the respondents give high importance to their family.

Table 9: FWVS – VARIED

Indicators	Mean	Adjectival Description	SD
A job which requires you to deal with different kinds of people	4.52	VH	.719
Work assignments which are not boring and tedious	4.16	H	.974
Varied work assignments	3.94	H	1.004
A work organization which encourages employees to engage in recreational activities to break the monotony of work routine	4.32	H	.717
Sub Mean	4.23	H	

Table 9 data on varied work values of the young professionals showed a sub mean of 4.23, rated as high. Among the indicators with a very high rating of 4.52 is “a job which requires you to deal with different kinds of people”. Pasche (2014) in dealing with other people in the workplace, working in an environment means having to deal with all different kinds of people, getting along with all of them can be a bit of a challenge, and when people are hard to deal with, it can lead to slower productivity and missed deadlines. Different people need to be dealt with in different ways and as individuals. On the other hand, about their work values in an organization that encourages recreational activities aside from the work routine. Furthermore, Mckay (2016) stated the value of having leisure time and having adequate time away from work.

Table 10: FWVS – INTERPERSONAL

Indicators	Mean	Adjectival Description	SD
A work organization which provides opportunities for social interaction among the employees	4.45	H	.683
A place of work where everybody is friendly	4.55	VH	.711

Membership in work and/or professional organizations which satisfy your need for acceptance	4.48	H	.739
Working with people who are cooperative	4.77	VH	.523
A place of work where the superiors have personal concern for you	4.35	H	.837
A job which gives you opportunity to know more people and to gain more friends	4.42	H	.543
Working with people who do not gossip	4.23	H	.914
Working with people who are with “pakikisama”	4.39	H	.951
Working with people who are who holds values which to large extent are similar to yours	4.26	H	.908
A job which enables you to develop close friendships with your colleagues	4.52	VH	.739
Working with people who show concern for your well- being	4.42	H	.543
Working with superiors who mingle freely with most of its employees	4.16	H	1.036
Working with people who are easy to get along with	4.55	VH	.711
Sub Mean	4.27	H	

Table 10 reveals the work values on interpersonal relationships having a sub mean of 4.27, rated as very high. According to Lynch (2002), social acceptance, economic security and social mobility predominantly motivate and control the behavior of the Filipino. Andres supports these findings in a latter study and says that there are value concepts that are predominant in the Filipino culture which are relevant in the Filipino worker. These are “hiya” or an emotion laden attitude involving honor, dignity, and pride; “amor propio” or self-esteem; “utang na loob” or the principle of reciprocity; “pakikisama” or the tendency to level with someone who is out of line and the curbing of antisocial attitudes disallowing privacy; and paternalism which implies a deep respect for elders in consideration of age. The values “utang na loob” and “hiya” were also indicated by Hollnsteiner to be present in every Filipino.

Table 11: FWVS – SUMMARY

Dimensions	Mean	Adjectival Description
Environmental	4.43	H

Managerial	4.39	H
Material	4.57	VH
Occupational	4.66	VH
Organizational	4.52	VH
Religious	4.34	H
Intellectual Achievement	4.60	VH
Familial	4.32	H
Varied	4.23	H
Interpersonal	4.27	H
Grand Mean	4.43	H

Table 11 shows the summary of sub means for the ten (10) dimensions. Among the dimensions investigated four (4) were marked with very high importance among the young professionals surveyed, these are occupational, intellectual achievement, material and organizational. While other dimensions rated with high importance were managerial, religious, familial, interpersonal, and varied.

Based on the social exchange theory, Human Resource Management Practices or HRMPs have been taken as a practical approach to elevating the commitment levels of employees (Guchait & Cho, 2010), which is confirmed by study through establishing a significant relationship between HRMPs and employee commitment. Social exchange is based on the norms of reciprocity; organizations can achieve a higher level of employee commitment by focusing on HRMPs in employee exchanges (Giauque, Resenterra, & Siggen, 2010).

Using Spearman's Rho, findings revealed that among the 10 Filipino work values, Organizational, Varied, and Interpersonal, showed p values of .043, .034 and .039, respectively, displaying a significant relationship with salary. As to Organizational work values, this indicates that the work values of the respondents remain intact regardless of their organizational position. This means that whatever position they are handling in the organization they will maintain their work values. As to Varied, the findings revealed that it is significant but weak, this indicates that respondents can work well with others smoothly with different kinds of people and assignments. This is the value of "pakikipagkapwa" stands as an example and allows them to work smoothly as part of a group individual pride that oftentimes, their collectivistic pride takes their individual pride (Evason, 2016). As to Interpersonal, the findings revealed that this is significant but weak. This implies that work values are stable whenever they work with other people. The Filipino Culture "pakikisama" is very evident to the respondents. Filipinos are known to have this trait and apply it in their work with co-workers, loyalty and friendships.

Table 12: Relationship of Profile Variables and Filipino Work Values**Spearman's Correlations**

			Spearman's rho	p	
SALARY	-	ENVI	-0.068	0.496	Insignificant
SALARY	-	Managerial	-0.19	0.055	Insignificant
SALARY	-	Material	-0.177	0.074	Insignificant
SALARY	-	OCCUPATIONAL	-0.134	0.176	Insignificant
SALARY	-	ORGANIZATIONAL	-0.2	0.043	Weak but Significant
SALARY	-	RELIGIOUS	-0.08	0.424	Insignificant
SALARY	-	INTELLECTUAL-ACHIEVEMENT	-0.079	0.43	Insignificant
SALARY	-	FAMILIAL	-0.098	0.326	Insignificant
SALARY	-	VARIED	-0.209	0.034	Weak but Significant
SALARY	-	INTERPERSONAL	-0.204	0.039	Weak but Significant

Table 13: Multivariate Regressions Result**Model Summary – INTERPERSONAL**

Model	R	R ²	Adjusted R ²
H ₁	0.24	0.058	-0.001

ANOVA

Model		Sum of Squares	df	Mean Square	F	P
H ₁	Regression	2.865	6	0.478	0.982	0.442
	Residual	46.688	96	0.486		
	Total	49.553	102			

Coefficients

Model	Unstandardized	Standard Error	t	p
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H ₁	(Intercept)	4.265	0.413	10.335	< .001	
	AGE	0.005	0.015	0.348	0.729	Not significant
	SALARY	-4.87E-06	3.16E-06	-1.543	0.126	Not significant
	SEX	0.227	0.144	1.581	0.117	Not significant
	EDUCATIONAL ATTAINMENT	-0.042	0.252	-0.167	0.867	Not significant
	POSITION	0.045	0.155	0.293	0.77	Not significant
	POSITION	-0.542	0.504	-1.074	0.285	Not significant

Running a multivariate regression on the profile variables and the FWVS, Table 13 reveals that with p value of .442, results show that there is no sufficient evidence to establish that profile variables predict the Filipino work values of young professionals. This is further explained by the R² value of 5.8% which is relatively small to influence FWVs of the respondents.

4. CONCLUSIONS AND RECOMMENDATIONS

It can be concluded in this study that majority of the young professionals are females, mostly are graduates of bachelors' degree, mostly with the entry position of rank and file and are receiving a relatively modest salary. The work values of young professionals rated with very high importance are occupational, intellectual achievement, material and organizational. Based on the statistical result on the test of relationship between the profile variables and the work values, it can also be concluded that young professionals, work values remain intact regardless of their salary and can work well with a variety of people. Based on the findings of the study of Abun et. al (2021), it concluded that the employees of Divine Word Colleges are equally motivated by extrinsic and intrinsic work values. Employees considered both values as strong predictors of work engagement.

Work values in an organization are worthy of investigating to have a great deal of understanding. Adviento and Meyer (2005), cited that it is important to consider one's values because; (1) it guides life minute by minute towards noble goals, rather than life being controlled by self-serving motives, customs, accidental occurrences, bad habits, impulses or emotions, (2) values and morale can not only guide but inspire and motivate: giving energy and zest for living and for doing something meaningful, (3) sensitivity to a failure to live up to your basic values may lead to unproductive guilt or constructive self-dissatisfaction which motivate to improve, (4) high values and some successes meeting those goals are necessary for high self-esteem, (5) professed but unused values are worthless and rationalization for not changing we must be honest with ourselves recognizing the differences between pretended (verbalized) values and operational (acted on) values.

Work values are also evaluative standards or criteria that guide an individual's actions (De Vos, Buyens, & Schalk, 2005; Dose 1997; Morin, 2004). Work values are linked to work attitudes and conduct (Gahan & Abeysekera, 2009). Finally, a multivariate analysis found little evidence that profile characteristics influence Filipino work values in young professionals.

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