

## Contribution of Demographics and Human Resource Management Practices to Work Values of Employees in the Philippines

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## Contribution of Demographics and Human Resource Management Practices to Work Values of Employees in the Philippines

A survey of 100 employees from Technological Institute of the Philippines, Quezon City indicated that their work values was associated with civil status ( $B=-.602$ ) ( $p<0.000$ ), training program ( $B=.321$ ) ( $p<0.000$ ) and performance appraisal ( $B=.179$ ) ( $p<0.005$ ) accounting for 65.5% of the variation in the outcome. The single or unmarried employees have the higher intellectual-achievement orientation work values. They perceived that the more training they attended the more it enhanced their job related skills. The lesser they received negative feedback on their work performance from immediate superior the more they were eager to learn and master their job. The results of the study suggest civil status (demographic) training program and performance appraisal (human resource management practices) effects can be a good revelation to management practice and theory.

**Keywords:** *Filipino work values, human resource management, job employment, intellectual-achievement orientation, demographic effect*

### 1. INTRODUCTION

The Philippines is endowed with 37 million of Filipino workforce combined with a huge skill reserve which grows each year by half a million graduates from higher education institution and estimated with more than a million of graduates of mid level skills training from vocational schools (Riguer). Filipino professional and skilled workers are in demand in 193 destination countries occupying the global labor market like India and China.

The labor demands in the market are continually changing the general economic environment and the introduction of technologies. Reflecting these pressures, Philippine employers (private and

government owned) are seeking different combination of skills and attributes in new hires to maintain competitive edge. According to the Department of Labor and Employment (DOLE) unemployment rate from 7.2% (3 million Filipinos) in 2013 decline to 6.8% (2.7 million Filipinos) in 2014 and underemployment from 19.0% (7.5 million Filipinos) to 18.4% (6.9 million Filipinos) in 2014. Despite the decreasing unemployment and underemployment rate 6.8% mark remains high. This was because of job and skill mismatch (Canlas & Maria Cristina, 2009) and characteristics or soft skills required in the job such as willingness to work and learn, behavior, confidence, motivation, flexibility, positive gestures and mannerism (Bunt, McAndrew, & Kuechel, 2005).

The main purpose of the study is to evaluate contribution of demographics and human resource management practices in work values. I analyzed 100 employees of technological Institute of the Philippines, Quezon City during school year 2009-2010. This research is limited to understanding the factors that contribute to the work values of teaching and non-teaching, permanent employees.

## 2. METHODS

### 2.1 Research Design and Respondents

This study employed a descriptive survey research design. We surveyed 100 employees, single (57%) and married (43%), male (47%) and female (53%), aged 19-55 ( $x=31.03$ ,  $SD=7.58$ ), permanent employees ( $x=2.18$ ,  $SD=1.39$ ), with a salary range of P12,000 to P18,999 ( $x=1.57$ ,  $SD=.671$ ) equivalent to USD 270 to 417 (1 US Dollar= 45 Philippine pesos) and, at the time of the survey, were teaching employees of architecture, business education, information technology, civil engineering, math and physics and humanities and social science and non-teaching employees of guidance and counseling office, tellering office, admissions and marketing, student accounting, medical and dental and laboratory and shop of the Technological Institute of the Philippines in Quezon City during the SY 2009-2010.

The study protocol and structured questionnaires had been reviewed and approved by the Vice President of Human Resources and Research & Development Management Office (RDMO) of TIP.

### 2.2 Survey Instrument

Filipino Work Values Scale (FWVS) questionnaire a standard instrument developed by Dr. Vicentita Cervera, analyze the selected work values such as intellectual-achievement orientation, interpersonal, managerial, material and occupational of respondents. **Table 2** shows the operational definitions of the work values and its selected subscale. The FWVS is consists of 80 items; where the respondents rated the degree of importance based on 5-point likert scale. This is a self-administering test with an average time 15 to 20 minutes in accomplishing the scale. In terms of scoring, a computer based application was used to easily check the work values of respondents.

Secondly, the adopted HRM practices questionnaire developed by Mrs. Mariane Drequito was used to assess the extent of human resource management practices of the company. This consists of 42 items; where the respondents rated the degree of practice based on 5-point likert scale. Besides these constructs, demographic information such as age, gender, civil status, present salary, occupation, and length of service in the company were considered.

### 2.3 Data Analysis

The data gathered were analyzed with multiple regressions (SPSS software version 17.0) and  $p$ -values  $< 0.05$  were considered significant.

## 3. RESULTS AND DISCUSSION

*“Choose a job you love, and you will never have to work a day in your life”*

- Confucius

Human resource management, defined as a system of activities and strategies that focus on successfully managing employees at all levels of organization to achieve organizational goals and objectives (Armstrong & Taylor, 2014; Byars; DeCenzo). It provides a starting point in presenting the various principles and methods involved in managing company resources (Medina, 2006). HRM has four generic functions namely, selection (matching available human resource to the job), appraisal (performance management), rewards and employee development (Fombrun, Tichy, & Devanna, 1984). It is believed that HRM practices improve organizational performance (Rondeau & Wager, 2001). Effective management, clear vision and set of values, addressing people needs and listening to them can developed a high performance work force (Purcell, Kinnie, Hutchinson, Rayton, & Swart, 2003). In my study, human resource management practices namely, training, disciplinary measure, compensation, performance appraisal, and promotion were examined as seen (figure 1). In this paper, respondents perceived that the five HRM practices; performance appraisal ( $x=4.22$ ,  $SD .62743$ ), promotion( $x=4.15$ ,  $SD =.33556$ ), compensation ( $x=4.22$ ,  $SD =.62743$ ), disciplinary measure ( $x=4.14$ ,  $SD =.42696$ ) and training ( $x=4.01$ ,  $SD =.42986$ ) were highly practice in company. The performance appraisal was regularly conducted by the program head/ section head which served as a basis for incentives, rewards, promotions, training and administrative action. They perceived that promotions were done objectively and opportunities for promotion were open to all concerned including clear policies regarding promotion were disseminated. They also perceived that salary and allowances were given on time. Loyalty awards were given to employees 10 years and above on continuous and satisfactory service in the company. Moreover, they mentioned regulations were expressed in language understandable by all employees and written disciplinary policies and guidelines were available and communicated internally. The rules and regulations were reasonable, fair and based on laws. They perceived that continuing program for career development of all employees at all level was practiced. Therefore, the company value people as important resources in organization.

Work values, defined as an evaluative standards or set of criteria relating to work that guide an individual action (De Vos, Buyens, & Schalk, 2005; Dose, 1997; Morin, 2004). Various frameworks and constructs of work values have been recommended, yet there is general agreement that work values are closely linked to individuals' work attitudes and behaviors (Gahan & Abeysekera, 2009). For example, study has shown that individuals are more likely to choose jobs where their own value orientations are similar to the values reflected in the job content (Judge & Bretz, 1992). In my study, selected work values namely, intellectual-achievement orientation, interpersonal, managerial, material and occupational were determined see (figure 2). The respondents perceived that intellectual achievement orientation ( $x=4.79$ ,  $SD = .31206$ ), occupational ( $x=4.59$ ,  $SD =.33023$ ), material ( $x=4.56$ ,  $SD=.25466$ ), interpersonal ( $x=4.52$ ,

$SD=.39522$ ) and managerial ( $x=4.34$ ,  $SD=.12871$ ) work values as strong. They perceived that the company allowed employees improved their academic and professional training. They feel self-worth in the job, which helped gained maturity in decision-making; and work assignments which gives them opportunities to improve their skills. They perceived that the organization provide opportunities for social interaction among employees and working with people who show concern for well-being. They tend to see organization which gave freedom to made decisions on matters of which worker were responsible. They like working with superiors who trained them to integrate and coordinate organizational resources (money, material, men, time and space) towards the accomplishment of objectives. They perceived security in their job where fringe-benefits such as housing, SSS insurance, vacation or sick leaves with pay were given to employees. Moreover, they perceived a job which is in line with their interest and competence. They were working with people who recognize their merit.

Interestingly, among the five selected work values intellectual-achievement orientation was the most dominant. Linking respondents' demographics and human resource management practices to their intellectual achievement orientation work values may have implication in their work attitude and performance. As seen in **Figure 3**, the civil status ( $B=-.602$ ) ( $p<0.000$ ), training program ( $B=.321$ ) ( $p<0.000$ ) and performance appraisal ( $B=.179$ ) ( $p<0.005$ ) emerged as predictors out of the 11 variables tested. These variables account for 65.5% of the variation in the outcome which means that the multiple regression analysis accurately explained the relationship of the variables tested. In contrast, age, gender, salary, educational attainment, length of service in the company, compensation, promotion and disciplinary measures failed to reach statistical significance despite the acknowledged by my cohort that human resource management practices may influence their work values and, on the other hand, may present potential strains in their work performance.

### **Civil Status and Intellectual-Achievement Orientation Work Values**

Civil status emerged as predictors of intellectual-achievement orientation work values see (**figure 3**). Civil status, defined as person status during the time of remuneration either single or unmarried, married, divorced or separated (Kreider & Simmons, 2003). Previous study found that single or unmarried individual placed greater emphasis on openness work values, which was related to self-direction and stimulation, than those who were married. The single people who were not dependent or reliant on another may be more likely to deem individualistic and self-gratifying values as more important than those who are married (Burton, 2012). In my paper, finding suggests that single employees placed greater emphasis on learning and independent thinking on their job. They like job that is challenging and could give them feeling of accomplishment.

### **Training program and Intellectual-Achievement Orientation Work Values**

Training program emerged as predictors of intellectual-achievement orientation work values see (**figure 3**). Training refers to systematic and planned instruction activities which promote learning to improve individual, team and organizational performance (Armstrong & Taylor, 2014; Kraiger & Ford, 2007). It involves the use of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily (Armstrong & Taylor, 2014). In my study, respondents perceived that the more training activities they attended the more it could help them enhance their job related skills. The more it could help them perform their job effectively.

### **Performance Appraisal and Intellectual-Achievement Orientation Work Values**

Performance appraisal emerged as predictors of intellectual achievement orientation work values see **(figure 3)**. Performance appraisal, defined as formal assessment and rating of individuals by their managers (Armstrong & Taylor, 2014; Nassazi, 2013). It has been classified into two groups; the developmental and administrative purposes. The developmental purposes of performance appraisal include providing performance feedback, identifying individual potentials, strengths or weaknesses, recognizing individual performance, assisting in goal identification, evaluating goal achievement reflecting in individual training needs, determining organizational training needs, improving communication and allowing employees to discuss concerns, on the other hand, administrative purposes include complying with set policy and legal requirements (Nassazi, 2013). In this study, respondents perceived that the lesser they received negative feedback on their work performance from immediate superior the more they were eager to learn more their job.

Other demographic variables I analyzed fail to show significance as predictor of intellectual achievement orientation work values. This is in contrast to the findings by some investigators. Age was found predictors of work values, different age generations differ on the importance they place in work values including preferences for opportunities advancement (Rowe & Snizek, 1995; Twenge, Campbell, Hoffman, & Lance, 2010). Gender was also an important predictor of work values, male have higher work values than female (Ueda & Ohzono, 2013). This may not be evident from my respondents who believed that young and old; male and female have the same work values. To my knowledge there was no study linking educational attainment, length of service in the company and salary to work values. The present finding suggests that they hold on to their contribution and accomplishment in their job than counting the years of stay in the company and expecting monetary rewards.

Lastly, human resource management practices namely, promotion, compensation and disciplinary measures failed to show significance as predictors of work values despite that my respondents acknowledge its possible effect on their work values. Unfortunately, there was no study relating HRM practices to work values. Mostly of the studies in the human resource management practices was linked to productivity, performance innovation, individual and organizational performance (Collins & Clark, 2003; Ichniowski, Shaw, & Prennushi, 1995; Laursen & Foss, 2003; Nassazi, 2013). The finding suggests that they believed that they are learners and goal-oriented which make them modify their value of existing organization HRM practices.

## **4. CONCLUDING REMARKS**

The results indicated that Filipino employees work values is shaped by civil status and work-related experiences such as training and performance appraisal practices in the school.

The limitation of the study was that work attitude, work performance, management style of superior, personal history such as birth order, parents occupation and education were not measured which could give more meaningful prediction of work values of these employees. Our respondents were also limited to the school and cannot represent a cross-section of Filipino employees.

From this, we recommend human resource practitioner should hire potential job candidates who are learner and goal driven. The school may include in criteria for recruitment and selection the past achievements of potential candidate as bases for hiring.

## 5. ACKNOWLEDGMENT

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Table 1

## Demographic Characteristics of Sample

Number of Respondents	100
Age; Mean years, (SD)	31.03 (7.58)
51 and above	4 (4%)
41 to 50 years old	6 (6%)
31 to 40 years old	27 (27%)
21 to 30 years old	63 (63%)
Gender; Mean, (SD)	30.99 (7.64)
% Male	47 (47%)
% Female	53 (53%)
Civil Status; Mean, (SD)	1.43 (.498)
Single	57 (57%)
Married	43 (43%)
Educational Attainment; Mean, (SD)	2.00 (1.16)
Doctorate degree holder	3 (3%)
Units, Doctoral	11 (11%)
Master's degree holder	15 (15%)
Units, Master	25 (25%)
Baccalaureate degree	46(46%)
Length of Service in the Company; Mean, (SD)	2.18 (1.39)
21 years and above	2 (2%)
17 to 20 years	9 (9%)
13 to 16 years	4 (4%)
9 to 12 years	20 (20%)

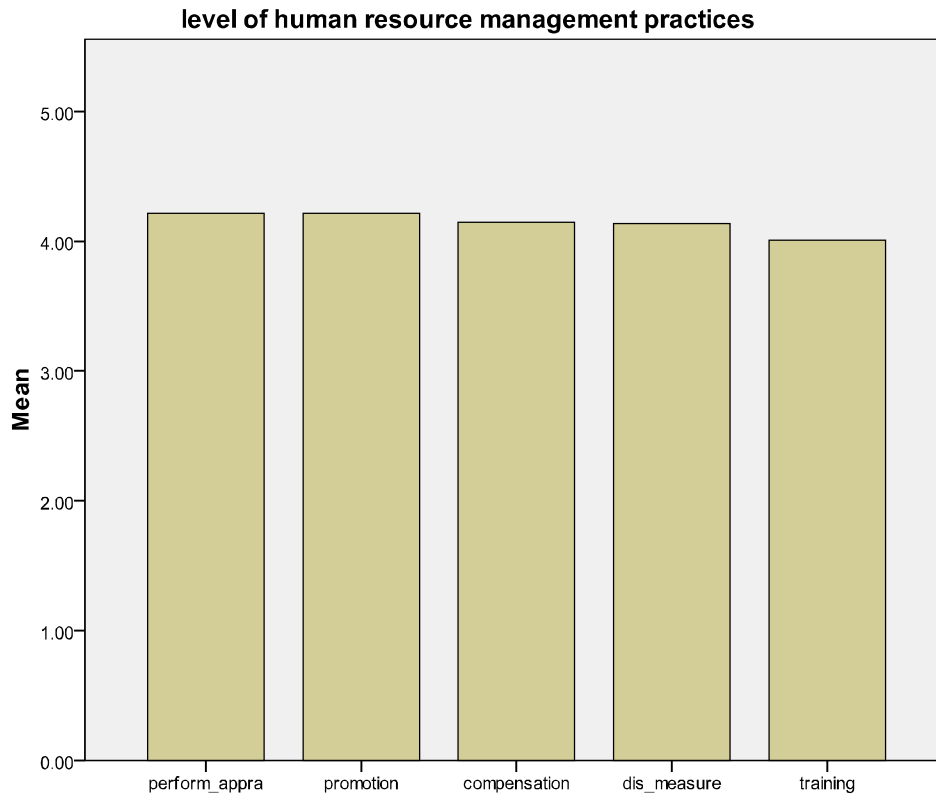


5 to 8 years	20 (20%)
1 to 4 years	45 (45%)
Salary; Mean, (SD)	1.57 (.671)
P19,000 and above	6 (1.6%)
P12,000 to P18,999	98 (25.7%)
Below – P11,999	81 (21.3%)

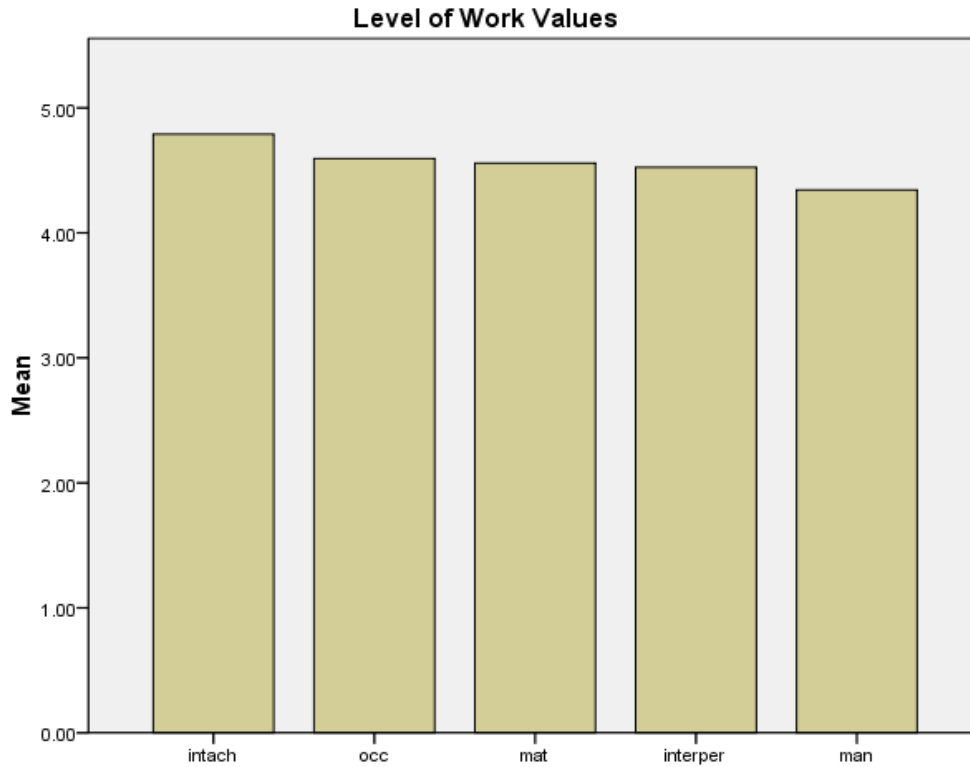
Table 2

## Definition of Work Values

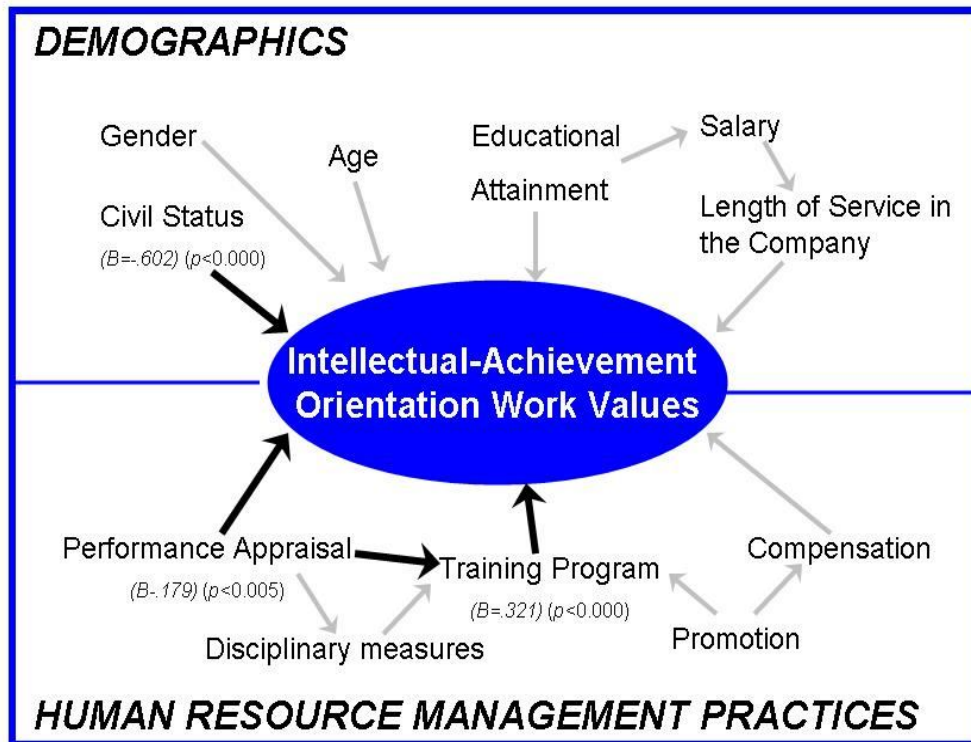
Work Values Subscale	Definition
Intellectual-Achievement Orientation	Associated with work, which 1) provides for opportunity for independent thinking and for learning how and why things work, and 2) gives one feeling of accomplishment in doing a job well.
Interpersonal	Related to persons – “amor propio”, “hiya”, “utang na loob”, use of intermediaries, or go between, the value of loyalty, hospitality, “pakikisama”, emotional closeness, respect for authority.
Managerial	Related to work, which involves the coordination of human and material resources in order to accomplish the objectives of a work organization.
Material	Associated with work, which enables one to gain prestige, security and economic returns.
Occupational	Related to the exercise of one’s occupation. Subsumed in this are the following: fairness, competence, altruism, self-regulation/ occupational autonomy and public service.



**Figure 1.** The perception of employees on the human resource management practices namely, performance appraisal, promotion, compensation, disciplinary measures and training was measured. They perceived that the five identified human resource management practices was highly practice in the organization (performance appraisal, promotion, compensation, disciplinary measures and training program).



**Figure 2.** The perception of employees on the selected work values namely, intellectual-achievement orientation, occupational, material, interpersonal and managerial. Intellectual-achievement orientation work values appeared to be strongest work values of employees. Overall, they show strong work values.



**Figure 3.** A model for the contribution of demographics and human resource management practices to work values of employees. The contributors were either demographics or human resource management practices, and associations among the variables (black arrows: strong, grey arrows: weak) were indicated. Civil status (single, married, and separated) as demographics affects employees' work values. Other strong contributors were performance appraisal and training program. These variables describe that employees perceived that the lesser they received negative feedback on their work performance from immediate superior the more they were eager to learn more their job. They also perceived that the more training activities they attended the more it could help them enhance their job-related skills. The more it could help them perform their job effectively. Other demographics variables such as age, gender, educational attainment, salary, and length of service in the company and human resource management practices such as compensation, disciplinary measures, and promotion which were viewed as contributors, failed to reach statistical significance as work values predictors among the respondents.