

VALUE ORIENTATIONS OF FILIPINOS

by

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The study sought to validate Hofstede's findings in 1980 on Filipino value orientations with respect to power distance, individualism, uncertainty avoidance and masculinity-femininity using 3,418 respondents from 30 communities and 25 firms.

The study found support for Hofstede's characterization of Philippine value orientations in so far as power distance, masculinity and collectivism are concerned. The Filipinos are very high on power distance; masculine and collectivist in orientation.

The study's findings on uncertainty avoidance, however, suggests that the Philippines is stronger in this value orientation than what Hofstede found. The study also provides empirical evidence of significant intra-cultural differences in these value orientations. Education is among the factors that explain these differences. In other words, it is not surprising to find the relatively more individualistic, masculine, anti-authoritarian and uncertainty tolerant orientations associated with longer exposures to formal education particularly when it includes the collegiate and post graduate levels.

The study reinforced Hofstede's 1980 findings on Filipinos' value orientation in power distance, masculinity and collectivism.

INTRODUCTION

Cultural differences across countries have been shown to have significant implications on management practice [Hofstede, 1980, Mendonca and Kanungo, 1994 and Trompenaars, 1994]. Hofstede spent five years studying value orientations in forty different countries including the Philippines. Using a sample of urban white collar employees of Hermes, a multinational corporation, he found the Philippines high in power distance, low on uncertainty avoidance, collectivist and masculine in orientation.

This study attempts to replicate Hofstede's findings on Philippine value orientations by using a larger and more diverse sample. In part, this is because cultural orientations are not static over time. Equally important is the diversity of Philippine society

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with respect to cultural orientations as reported by many writers. The study hopes to explore the manifestation of this diversity in terms of Hofstede scales by comparing Filipino groups which differ according to income, education, age, gender, and other variables.

HOFSTEDE'S VALUE DIMENSIONS

Hofstede's value dimensions are Power Distance, Uncertainty Avoidance, Individualism and Masculinity.

Power Distance index (PDI) indicates the concentration of authority in the superior, acceptance of hierarchical authority structures, and an inability of the inferior to decide for themselves, thus, precluding job autonomy. Power distance is, therefore, the extent to which the unequal distribution of power and influence in a group is accepted.

Uncertainty avoidance index (UAI) is related to three concepts - the need for employment stability, stress in the work place and orientation to follow rules. High uncertainty avoidance is associated with the reluctance to exercise autonomy and accept responsibility. Thus, workers are indifferent to feedback. Risk taking is discouraged and the use of non-economic rewards which satisfies growth needs, such as challenges in the job, is inhibited.

Individualism (IDV) is the extent to which personal goals take precedence over group goals. Low individualism (or collectivism) implies the importance of family concerns and group accomplishments. The job is seen as a means to provide for family, aged parents, spouse and children. Even when workers do well, they tend to get satisfaction, less from 'work well done', but more from 'work well recognized'.

Masculinity (MAS) refers to the extent to which work goals and achievements are given more importance relative to personal and social concerns. Low masculinity implies an orientation toward personalized relationships, rather than toward contractual relationships, or efficient and effective performance. Work can be set aside to perform social duties. Feedback is misconstrued as attacks on the person rather than on observed behaviors.

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PHILIPPINE CULTURAL VALUES

Philippine culture has been described as containing modern (i.e., Western) and traditional elements [Corpuz 1957, Hunt 1963, Bulatao 1966, and Hennig, 1983]. The co-existence of modern and traditional value orientations has been used to explain some characteristics of observed Filipino behavior such as ritualism in the bureaucracy [Corpuz, 1957] the facility to behave in seemingly

inconsistent or contradictory ways without guilt [Bulatao, 1966], a sense of "identity crisis" [Church, 1986] and others.

What may be termed as the more "traditional" value orientations of Filipinos have been described by Hunt [1956], Corpuz [1957], Guthrie [1968], Lynch [1973], Hollnsteiner [1973], Bonifacio [1977], and Church [1986]. Among others, these consist of such value orientations as strong family loyalty, smooth interpersonal relationships, "hiya", "utang na loob", "pakikisama", reciprocity, and authoritarianism. Comparisons of Filipino value orientations with those of other countries are available in Guthrie and Azores [1968], McGuire and McGuire [1978] and Hofstede [1980].

On the whole, there is much controversy about the research literature on Filipino cultural values because of limited or unspecified sampling [Lawless, 1966] and the frequent use of "Western" value constructs and survey instruments [Jocano, 1966, 1978, Church, 1986]. A recommendation which recurs in reviews of this literature is the need, given the diversity of Philippine society in terms of such characteristics as westernization, urbanization, language, and ethnic background, for larger empirical studies which explicitly compare different intra-cultural groups [Lawless, 1967, Lagmay, 1975, Sechrest and Guthrie, 1978 and Church, 1986].

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OBJECTIVES OF THE STUDY

The study hopes to:

1. validate Hofstede's findings in 1980 on Filipino value orientations with respect to power distance, individualism, uncertainty avoidance and masculinity-femininity using a larger and more representative sample; and
2. explore variability in these value orientations across subgroups within the sample.

METHODOLOGY

Instruments

Hofstede's original questionnaire which consisted of 30 items was translated into Pilipino, a language that the respondents in the study could understand. Back translation experiments to ensure the comparability of the translated instrument with the original was undertaken using bilingual students of the University of the Philippines.

Since the items in the above questionnaire assume an office setting, a second questionnaire which essentially adapted the

original questionnaire to a more general working environment was created. This second questionnaire of 19 items, also in Pilipino, included leadership and collaborative situations which are more likely to be encountered in a non-office environment. The second questionnaire was thought to be more meaningful to a respondent population consisting of Filipino folk in a wide variety of occupations in urban as well as rural communities. A previous report showed its essential equivalence with Hofstede's value dimensions [Acuna and Roman, 1995].

Both questionnaires were administered to the sample population.

Sample

The study sample consists of 3,418 respondents. There were 2,774 community respondents and 644 employees from 25 firms. The communities were selected purposively from thirteen regions from Luzon to Mindanao, but the respondents within a given community were selected randomly using an area sampling grid of their community.

The criteria for selection of the thirty communities were three. All the regions had to be well represented. The community had to be either 4th, 5th, or 6th class. The research coordinators* had previous contact persons within the community to facilitate entry.

There were thirty communities in thirteen regions in both urban and rural areas. They included fishermen, farmers, service workers, laborers, soldiers, vendors, private and government employees, teachers, and NGO workers. Respondents from firms were from banks, cooperatives, optical shops and retail stores.

The respondents were from all the regions of the country. NCR had the most respondents (21.01%); it is also the most thickly populated. While there was an attempt to get 100 respondents from each community, some questionnaires were not answered properly and therefore, had to be discarded.

The respondents were mostly married (57.29%), women (55.68%), living in rural areas (67.76%), earning incomes between 4,000 and below, pegging them at socio-economic class E (52.45%). For more details on the profile of the sample see Appendix A.

Study Sample:

3,418 respondents

*2,774 community
respondents*

*644 employees
from 25 firms.*

* Non-formal education coordinators were engaged to administer the questionnaire in some regions.

Procedure

The questionnaires were administered either individually (50.21%) or by group (46.8%). A few non-readers, mostly farmers and fishermen, were read to (2.99%). Small groups were created for group administration (about 5 to 7 at a time). Time to complete the questionnaire varied. Some completed it in 20 minutes, others in 35 or 45 minutes and a few took about 2 hours to answer the questionnaire. These were a few farmers who were non-readers. The questionnaire was individually administered to them.

Data Analysis

Using the scale scores from the questionnaire items, the study data were analyzed two ways. The independent variables were grouped into those that are nominal and those that are interval measures. The effects of interval variables - income, educational attainment, and age - were analyzed using multiple stepwise regression analysis. For the effects of the nominal variables, which were occupations, regions, and linguistic groups, a three factor anova was used.

Since the preliminary tests showed that the data did not satisfy normality assumptions, discriminant analysis was also performed to determine which of the dependent variables could discriminate between the different groups.

The effects of interval variables - income, educational attainment, and age - were analyzed using multiple stepwise regression analysis.

RESULTS

A. Are the indices estimated by Hofstede over fifteen years ago supported by the study?

To answer this question data from the translated Hofstede questionnaire was used for more direct comparability with his original study. T tests to determine the significance of difference between the indices obtained by Hofstede and this study's overall means were employed. The results are shown in Table 1.

Table 1
A Comparison of Philippine Indices from
Hofstede's Data (1980)
and this Study's Estimate of Total Sample Means

Estimates	PDI	UAI	IDV	MAS
PHIL(1980) Hofstede's	94.0	44.0	32.0	64.0
PHIL(1996)	88.12	79.47	49.48	62.0
Difference	5.88	35.47	17.48	2.0
t test	0.80	3.71	1.97	0.27
Significance	n.s.	0.005	0.025	n.s.

1. Power Distance

Hofstede reported the Philippines as highest among the countries represented with power distance index at 94. This study's estimate of the overall sample mean for power distance is 88.12. The difference between the two means to be significant is 7.33. The obtained difference between the 1980 and 1996 estimate for power distance is 5.88. The t test statistic is computed at less than 1 and insignificant.

2. Uncertainty Avoidance

Hofstede reported the Philippines as weak on uncertainty avoidance (44). The total sample estimate from this sample is 79.47 for uncertainty avoidance. To reach significance, a difference of 9.55 units is required. The computed difference between the two UAI scores for the Philippines from 1980 to 1996 is 35.47. The t statistic is computed at 3.71 and is significant at 0.005 level.

Hofstede's UAI score for the Philippines is significantly lower than this study's estimate of the overall sample mean for uncertainty avoidance. Hofstede's indices are computed to span a scale of 1 to 100. The Philippine index for UAI was somewhere in the lower third of the scale and it moved to the upper third of the scale. Hence, the study's estimate places the total sample index as strong, not weak on UAI.* High uncertainty avoidance (UAI) means high rule orientation, employment stability and high anxiety in the

Hofstede's UAI score for the Philippines is significantly lower than this study's estimate of the overall sample mean for uncertainty avoidance.

* If our findings are correct, this places the Philippines among the countries high on uncertainty avoidance and power distance like France, Japan, Latin America, Belgium, Italy and Spain [see Hofstede, 1980, p. 316-317].

workplace. High UAI implies a lack of risk taking behavior or a need for a strong personal sense of security.

The difference could be due to the dissimilarity in respondent groups. Hofstede had a sample of Hermes employees mostly college graduates while this study had a sample of respondents from mostly marginalized communities.

A collectivist orientation means group goals are more important than individual goals.

3. Individualism

Hofstede calculated the IDV score for the Philippines at 32. For this sample, the total sample estimate for individualism index is 49.48. To reach significance, the difference between the two means should reach 8.85. The obtained difference between Hofstede's score for the Philippines in 1980 and the overall IDV index for this sample is 17.48. Therefore the difference is significant, but the index remains in the lower half of Hofstede's 100 point scale. The t statistic is computed at 1.97 and significant at 0.025. A collectivist orientation means group goals are more important than individual goals.

4. Masculinity

Hofstede reported the Philippines as masculine in orientation at 64. The mean masculinity index for this sample is computed at 62. To be significant the difference between the two means should be at least 7.29. The obtained difference between Hofstede's data and this study's estimate is 2. Therefore, the current MAS score from Hofstede is not significantly different from the total sample estimate. The present sample is still masculine in orientation. High masculinity is associated with assertiveness, ambition, or task orientation.

B. Is there significant variability in value orientations across subgroups within the sample?

For this part of the study, data from the second questionnaire was used. An analysis of intergroup differences using the data from the first questionnaire was also undertaken but yielded less satisfactory results [see Acuña & Rodriguez, 1996].

1. Multiple Stepwise Regression

Table 2 below summarizes the results of the stepwise regression.

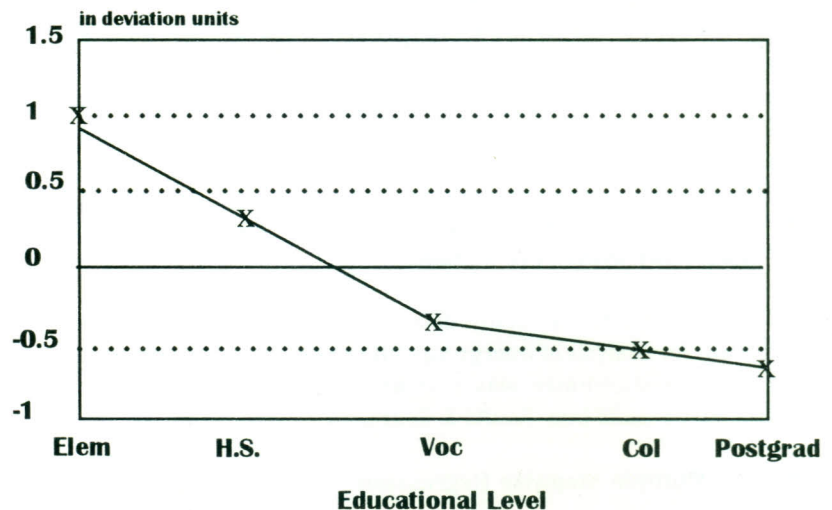
Table 2
Summary of Stepwise Regression Results

Dependent Variables (Indices)	Independent Variables
Power Distance	educational level
Uncertainty Avoidance	income, educational level
Individualism	income, educational level, gender
Masculinity	educational level, income

A. Power Distance

Educational level best explains power distance. Higher educational level means lower power distance score. Figure 1 shows that those who had lower levels of education are more accepting of hierarchical structures.

Figure 1
PDI by Education



$p < 0.001$

B. Uncertainty Avoidance

Uncertainty avoidance index is best explained by income and educational level. Low income earners are more anxious about their future than high income earners. The post-graduate feel more secure about their work than the rest of the group. See Figures 2 and 3.

Figure 2
UAI by Income

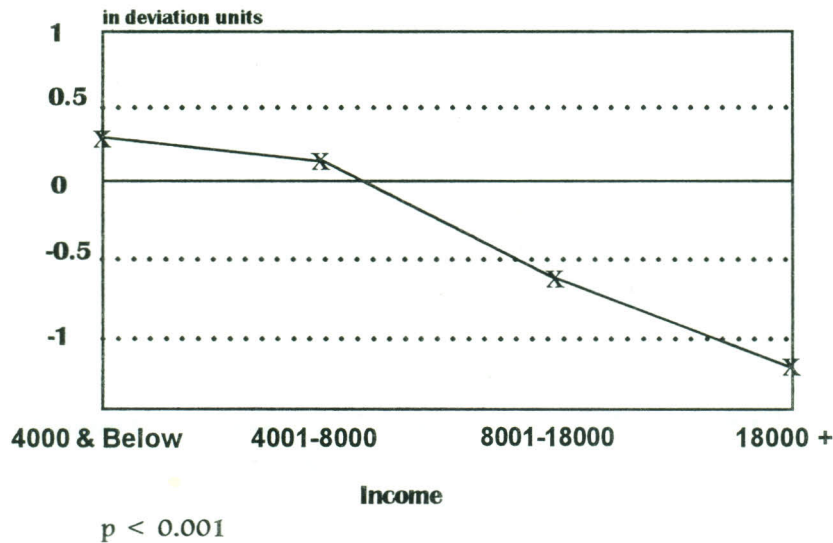
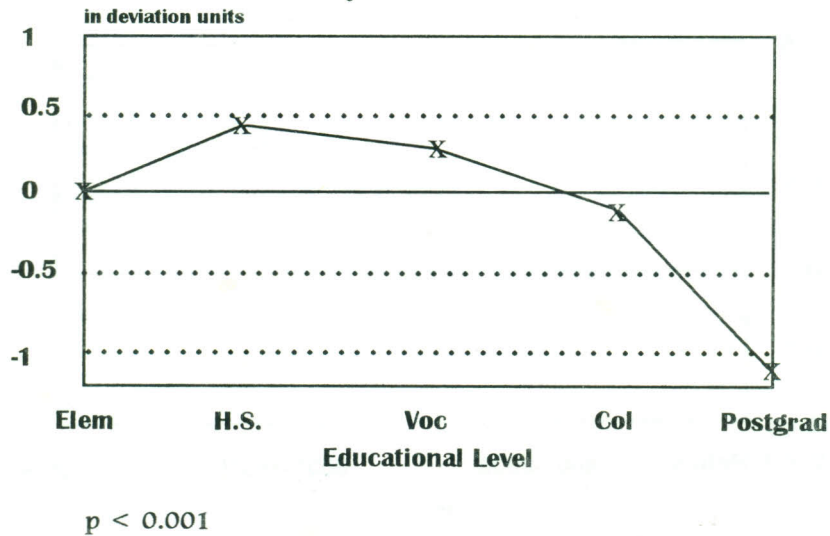


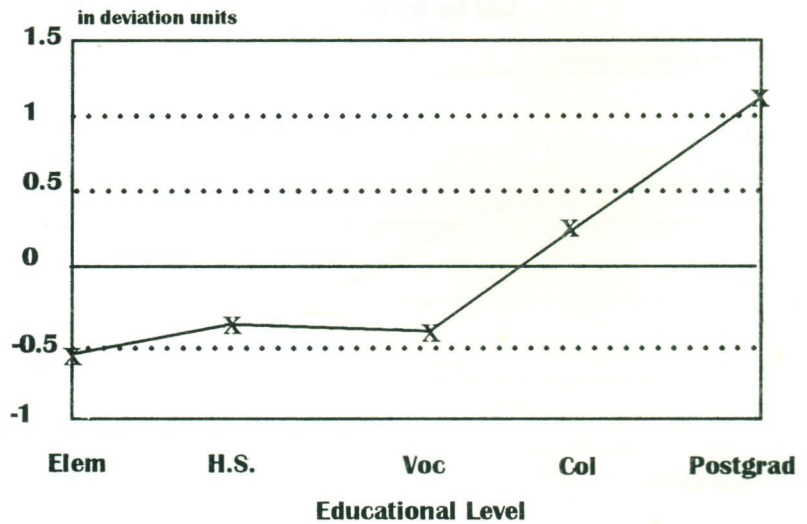
Figure 3
UAI by Education



C. Individualism

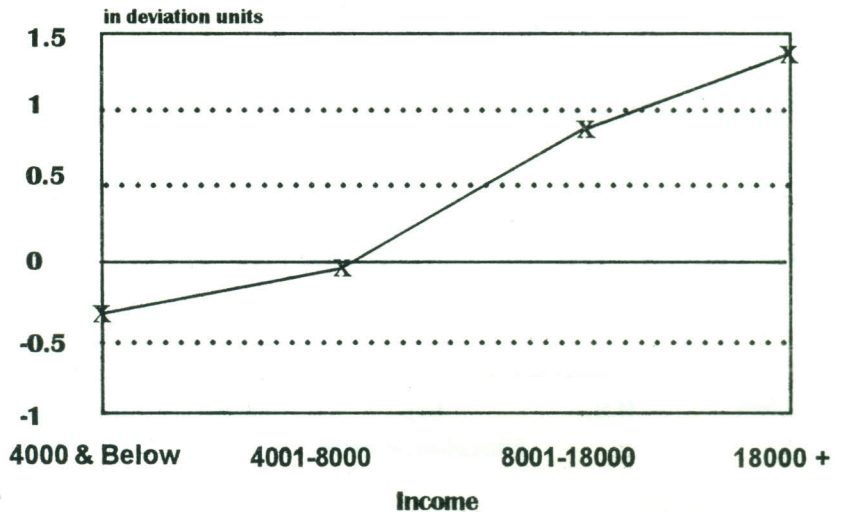
Individualism is best explained by income, educational level and gender. Respondents with higher income and higher educational attainment are more individualistic than those with lower income and lower levels of education. Males are more individualistic than females (see Figures 4 to 6).

**Figure 4
IDV by Education**



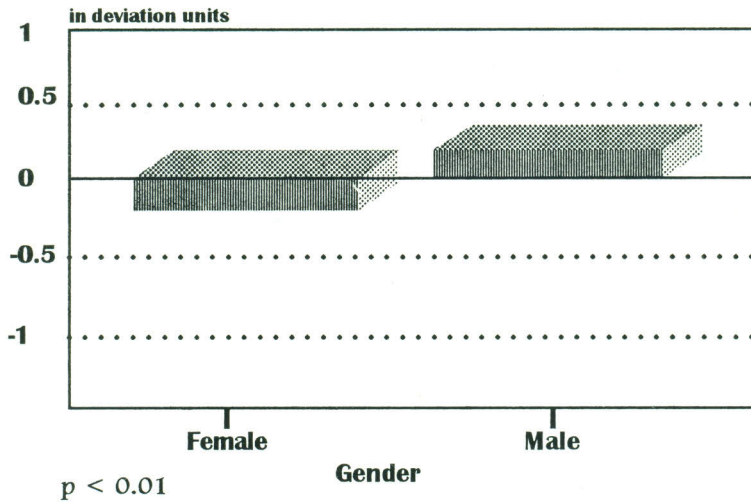
$p < 0.001$

**Figure 5
IDV by Income**



$p < 0.001$

Figure 6
IDV by Gender



D. Masculinity

Masculinity is best explained by educational level and income. Those who reach higher level of education and are earning more are more masculine. See Figures 7 to 8.

Figure 7
MAS by Education

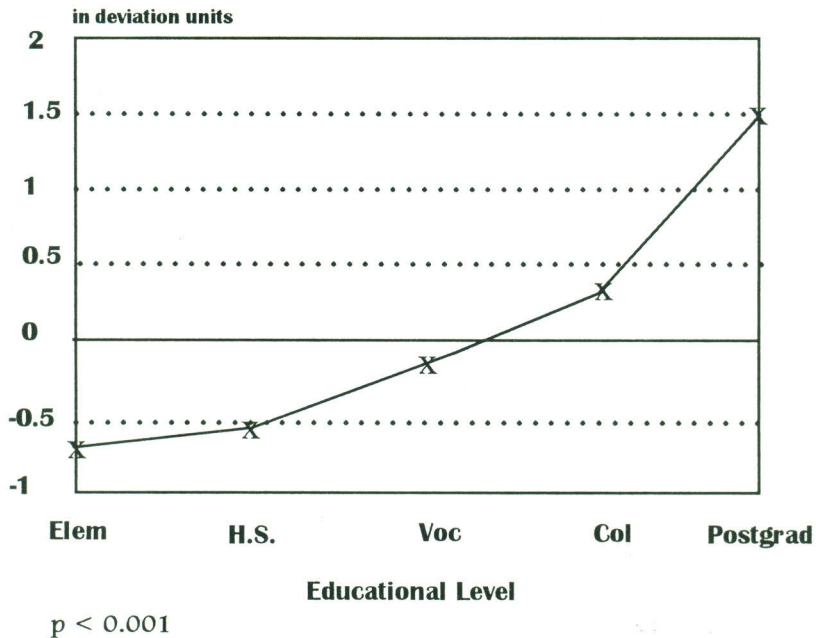
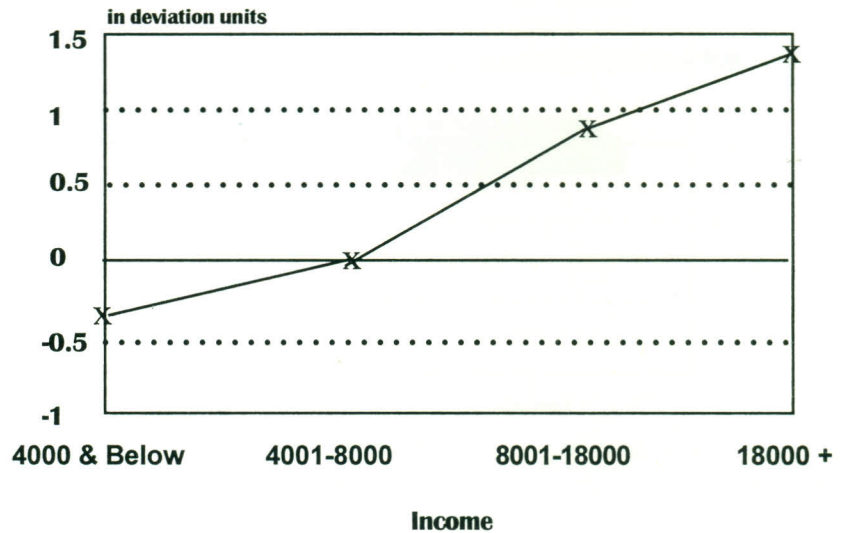


Figure 8
MAS by Income



$p < 0.001$

In other words, masculinity is best explained by educational level, and income. Individualism is best explained by income, educational level, and gender. Uncertainty avoidance is best explained by income and educational level. And power distance is best explained by educational level. Or another way of summarizing the results is to say that educational level is significantly affecting all the indices. Income affects three of the four indices, power distance is not significantly affected by income.

2. Discriminant Analysis

In general, the discriminant analysis merely confirms the findings of the regression analysis. But since assumptions of normality are necessary for multiple regression, we needed to do discriminant analysis to validate our findings.

Table 3
Summary of Discriminant Analysis

	Index	Factor Loadings	Groups
<i>Gender</i>			
Function 1	DIDV	0.74	Female vs Male
	DMAS	0.78	
	DUIA	-0.24	
<i>Educational Level</i>			
Function 1	DMAS	0.68	Elementary vs High School
Function 2	DUIA	0.75	High School vs Vocational
	DPDI	-0.72	Vocational vs College
Function 3	DIDV	0.82	Elementary vs High School
<i>Income Levels</i>			
Function 1	DMAS	0.66	Lower vs Upper Middle Class
	DIDV	0.64	D vs E
Function 2	DPDI	0.85	Lower vs Upper Middle Class
Function 3	DUIA	0.69	D vs E

A. By Gender Grouping

Individualism differentiates between males and females. Females are significantly less individualistic than the males.

B. Educational Levels

Masculinity, power distance, individualism and uncertainty avoidance differentiate the groups with different levels of education. The first function is mostly masculinity (0.68), the second function is a combination of uncertainty avoidance (0.75) and power distance (-0.72), and the third function is individualism (0.82). In other words, higher education is associated with more masculinity, more individualism, lower power distance and lower uncertainty avoidance.

C. By Income Groups

Masculinity, individualism, power distance and uncertainty avoidance differentiate between the income groups. The first function is a combination of masculinity (0.66) and power distance (0.63). The second function is power distance (0.85) and the third function is uncertainty avoidance (0.69). In other words, a higher income group is associated with more masculinity, more individualism, lower power distance and lower uncertainty avoidance.

D. By Age Groups

The differences between age groups did not reach significance level for masculinity, individualism, uncertainty avoidance and power distance.

E. By Location of Respondents' Residence

One function loading on masculinity (0.78) and individualism (0.74) differentiate the rural from the urban respondents. The rural sample is less masculine (or "task oriented") and less individualistic than the urban sample.

Higher income groups are associated with more masculinity, more individualism, lower power distance and lower uncertainty avoidance.

For a comparison of the results of the new instrument with Hofstede's original instrument, we found that the value orientations that differentiated the gender groups were the same three value orientations. For educational levels, income, and age groups, we found all the four value orientations differentiating the groups but in varying order of importance. We might conclude from these results that the new instrument is an improvement over Hofstede's which may have been biased towards an office based work force.

Summary and Conclusions

The study provides support for Hofstede's characterization of Philippine value orientations insofar as power distance, masculinity and even collectivism are concerned. The study's findings on uncertainty avoidance, however, suggests that the Philippines is stronger in this value orientation than Hofstede had found.

The study also provides empirical evidence of the existence of significant intracultural differences in these value orientations in the Philippines. Among the factors which explain these, education appears to be the most important.

It does not seem surprising that longer educational exposure consistently tends towards value orientations which may be characterized as more "modern" or "Western." The Western cultural content of Philippine education is undoubtedly large. Hence, the relatively more individualistic, masculine, anti-authoritarian and uncertainty tolerant orientations associated with longer exposures to formal education, particularly when it includes the collegiate and post-graduate levels.

The existence of significant value orientation differences in the Philippine population at large which this study suggests raises certain questions from the viewpoint of business management. Do such differences also exist within business firms themselves, for instance, as between the rank and file and the managerial levels or as between organizational sub-units located in urban and rural locations? If so, what consequences do these have on the ease or difficulty of achieving internal organizational integration in the firm? How should corporate cultures and internal management systems be designed to reduce or to accommodate such differences? These are some questions which may be addressed in future research in this area.

Longer educational exposure consistently tends towards value orientations which may be characterized as more "modern" or "Western."

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Appendix A

Demographic Characteristics of the Total Sample N=3418*

A. REGION

	n	in percent (%)
I	266	8.00%
II	198	5.95%
III	276	8.30%
IV	335	10.07%
V	220	6.61%
VI	64	1.92%
VII	365	10.97%
VIII	24	0.72%
IX	69	2.07%
X	36	1.08%
XI	121	3.64%
XII	100	3.01%
ARMM	330	9.92%
NCR	699	21.01%
CAR	224	6.73%

B. COMMUNITY

From the preliminary sample

Infanta, Quezon	81	2.38%
Malaybalay, Bukidnon	40	1.18%
Pangasinan	57	1.68%
Quezon City	126	3.70%
Cebu	49	1.44%
Mindoro	9	0.26%
Negros	26	0.76%
Rizal	16	0.47%
Bataan	12	0.35%

From the communities

La Union	100	2.94%
Pangasinan	99	2.91%
Cagayan	98	2.88%
Isabela	98	2.88%
Bulacan	92	2.70%
Zambales	85	2.50%
Bataan	61	1.79%
Marinduque	99	2.91%
Romblon	100	2.94%

* Total number of respondents is not the same for all variables because some respondents failed to indicate their answers.

Camarines Sur	96	2.82%
Albay	97	2.85%
Mandaue, Cebu	99	2.91%
Consolacion, Cebu	100	2.94%
Davao	100	2.94%
Sultan Kudarat	100	2.94%
Dinaig, Maguindanao	96	2.82%
Parang, Maguindanao	98	2.88%
Abra	96	2.82%
Sagada	99	2.91%
Bohol	37	1.09%
Samar	24	0.71%
Tawi-tawi	13	0.38%
Sta. Ana, Manila	98	2.88%
Caloocan	98	2.88%
Pasig	71	2.09%
San Roque	54	1.59%
San Andres	64	1.88%
Bagong Silang	70	2.06%

From the firms

Bank employees	239	7.03%
Cooperative workers	44	1.29%
Retail store employees	21	0.62%
Optical shop employees	78	2.29%
Graduate students	60	1.76%
UP Admin/ Faculty	77	2.26%
DECS Administrators	47	1.38%
DOT Employees	15	0.44%
Undergraduate students	63	1.85%

C. LINGUISTIC GROUP

Tagalog	1312	39.05%
Ilocano	596	17.74%
Bicolano	234	6.96%
Cebuano	497	14.79%
Ilonggo	478	14.23%
Pangasinan	102	3.04%
Waray	29	0.86%
Samal/Tausug	112	3.33%

D. CIVIL STATUS

Dalaga/Binata	1243	37.92%
May Asawa	1878	57.29%
Biyuda/Biyudo	83	2.53%
May Kinakasama	43	1.31%
Hiwalay sa Asawa	31	0.95%

E. GENDER

Female	1785	55.68%
Male	1421	44.32%

F. MODE OF ADMINISTRATION

Individual	1646	50.21%
Group	1534	46.80%
Read to	98	2.99%

G. LOCATION

Rural	2251	67.76%
Urban	1071	32.24%

H. OCCUPATION

Housewife	415	12.77%
Fisherman	59	1.82%
Farmer	404	12.43%
Service Worker	179	5.51%
Laborer	103	3.17%
Soldier	74	2.28%
Vendor	210	6.46%
Private Employee	303	9.33%
Government Employee	63	1.94%
Student	218	6.71%
Teacher	223	6.86%
Professional	129	3.97%
NGO Worker	94	2.89%
Bank Worker	234	7.20%
Others	161	4.96%
Wala	38	11.70%

I. EDUCATIONAL ATTAINMENT

Elementary	460	14.35%
High School	1022	31.88%
College	1186	36.99%
Post Graduate	344	10.73%
Vocational	194	6.05%

J. INCOME LEVEL**SOCIO-ECONOMIC CLASS**

4000 and Below	E	1704	52.45%
4001-8000	D	899	27.67%
8001-18000	C2	452	13.91%
18001 and Above	C1&B	194	5.97%

K. RELIGION

Kristiyano	153	6.5%
Islam	9	0.4%
Iglesia	36	1.5%
Katoliko	1879	80.2%
Iba pa	265	11.3%

Appendix B : A Translation of Hofstede's Questionnaire

Isipin mo ang isang trabaho na gustong gusto mo. Gaano kahalaga ang mga sumusunod para sa hanap buhay mo? Bilugan ang iyong sagot.

	Pinakamahalaga Walang Halaga				
1. May panahon para sa sarili at sa iyong pamilya	5	4	3	2	1
2. May gawaing mahirap ngunit mahalaga at nagpapataas ng pagtingin sa sariling kakayahan.	5	4	3	2	1
3. Palagay ang kalooban at kaunti ang pressure sa gawain.	5	4	3	2	1
4. Maayos at malinis ang lugar na pinagtatrabahuhan.	5	4	3	2	1
5. Magandang makisama ang namamahala sa iyo.	5	4	3	2	1
6. May katiyakan ang hanap buhay.	5	4	3	2	1
7. May kalayaan sa paggamit ng mas madaling pamamaraan.	5	4	3	2	1
8. May magandang pagsasamahan ang mga kasama sa trabaho.	5	4	3	2	1
9. Kinukonsulta ng pinuno sa kaniyang mga desisyon.	5	4	3	2	1
10. May nagagawa ako tungo sa ikauunlad ng grupo.	5	4	3	2	1
11. May pagkakataon na kumita ng malaki.	5	4	3	2	1
12. May pagkakataon na maglingkod sa bayan.	5	4	3	2	1
13. Makatira sa lugar na nakasisiya sa akin at sa aking pamilya.	5	4	3	2	1
14. May pagkakataong tumaas ang tungkulin.	5	4	3	2	1
15. May pagkakaiba at pagbabago ang trabaho.	5	4	3	2	1
16. Mataas ang tingin ng madla sa grupo.	5	4	3	2	1
17. Nakatutulong sa ibang tao.	5	4	3	2	1

18. Magtrabaho sa isang gawain kung saan malinaw ang kailangan gawain.	5	4	3	2	1
19. Gamitin ang iyong kakayahan sa iyong gawain.	5	4	3	2	1
20. Magkaroon ng pagkakataong matuto ng bagong kakayahan.	5	4	3	2	1
21. Magkaroon ng pagkilala na karapatdapat sa mga ginagawang magaling.	5	4	3	2	1

Basahin muna ninyo ang tungkol sa apat na tagapangasiwa:

Pinuno 1 Madali siyang magpasya at ang mga ito ay ipinapahayag niya sa kaniyang mga tauhan nang malinaw. Inaasahan niyang susundin nila ito ng matapat at walang tanong.

Pinuno 2 Kadalasan ay madali siyang magpasya ngunit ipinapaliwanag niya ang situwasyon sa kaniyang mga tauhan. Binibigay niya ang mga dahilan at sinasagot ang mga tanong nila.

Pinuno 3 Kinakausap niya ang mga tauhan bago siya magpasya. Pinakikinggan ang kanilang mga mungkahi at sinasabi niya ang kaniyang pasya sa kanila. Inaasahan niyang lahat ay susunod sa kaniyang pasya kahit hindi ito ang kanilang iminungkahi sa kaniya.

Pinuno 4 Tumatawag siya ng pulong kung may mahalagang desisyon. Ipinapahayag niya sa pulong ang problema at kung ano ang mungkahi ng nakararami ay iyon na ang kaniyang ipinapasya.

22. Sino sa apat na pinuno ang gusto mong makasama sa gawain?

Pinuno _____

23. Sino ang pinakamalapit sa iyong kasalukuyang pinuno ngayon?

Pinuno _____

24. Gaano kadalang kang ninenerbiyos sa iyong pinagtrabahuhan?

Lagi	Madalas	Kung Minsan	Bihira	Hindi Kailanman
5	4	3	2	1

Itala ang pagsangayon sa mga sumusunod:

		Lubos na sumasangayon			Lubos na hindi sumasangayon	
25.	Ang mga patakaran ng grupo ay dapat sundin kahit ito ay hindi nakabubuti para sa grupo.	5	4	3	2	1
26.	Karamihan ng tao ay maaaring mapagkatiwalaan.	5	4	3	2	1
27.	Karamihan ng tao ay ayaw magtrabaho at kung maaari ay hindi sila gagawa	5	4	3	2	1
28.	Mas masarap magtrabaho sa malalaking grupo kaysa sa maliliit.	5	4	3	2	1
29.	Gaano kadalas natatakot ang mga tauhan sa iyong organisasyon na magsabi ng hindi pagsangayon sa pasya ng pinuno.					
	Lagi	Madalas	Kung Minsan	Bihira	Hindi Kailanman	
	5	4	3	2	1	

30. Gaano katagal ka kaya mananatiling magtrabaho sa grupo mo ngayon? _____
1. pinakamatagal na ang dalawang taon
 2. mula dalawa hanggang limang taon
 3. higit sa limang taon
 4. hanggang magretiro