EMPLOYEE WORK SUSTAINABILITY IN SELECTED INTERNATIONAL BUSINESS PROCESS OUTSOURCING COMPANIES

Polytechnic University of the Philippines
Graduate School

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Doctor in Business Administration

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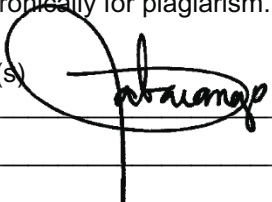CABACANG

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EMPLOYEE WORK SUSTAINABILITY IN SELECTED INTERNATIONAL BUSINESS PROCESS OUTSOURCING COMPANIES

A Dissertation
Presented to the Faculty of the Graduate School
Polytechnic University of the Philippines
Sta. Mesa, Manila

In Partial Fulfillment of the Requirements for the Degree
Doctor in Business Administration

by

GLENN SANIANO CABACANG

March 2015

CERTIFICATION

This dissertation entitled *EMPLOYEE WORK SUSTAINABILITY IN SELECTED INTERNATIONAL BUSINESS PROCESS OUTSOURCING COMPANIES* prepared and submitted by **GLENN SANIANO CABACANG** in partial fulfillment of the requirements for the degree **DOCTOR IN BUSINESS ADMINISTRATION** has been examined and recommended for **Oral Defense**.

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This is to certify that the research work presented in this dissertation entitled *EMPLOYEE WORK SUSTAINABILITY IN SELECTED INTERNATIONAL BUSINESS PROCESS OUTSOURCING COMPANIES* for the degree Doctor in Business Administration at the Polytechnic University of the Philippines embodies the result of original and scholarly work carried out by the undersigned. This dissertation does not contain words or ideas taken from published sources or written works that have been accepted as basis for the award of a degree from any higher education institution, except where proper referencing and acknowledgement were made.

GLENN SANIANO CABACANG
Researcher
March 2015

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ABSTRACT

Title : *Employee Work Sustainability in Selected International Business Process Outsourcing Companies*

Researcher : Glenn Saniano Cabacang

Degree : Doctor in Business in Administration

Institution : Polytechnic University of the Philippines

Year : 2015

Adviser : Dr. Valentino G. Baac

The Problem

This study sought to evaluate the effectiveness of the cultural flexibilities of the organizations involved and the cross-cultural competence of its workers in the process of cultivating their individual work sustainability in the international business process outsourcing (IBPO) industry.

Research Methodology

The researcher employed the descriptive method of research in order to broadly explore the problems and collect noteworthy information about the impact of the cross-cultural competence of the workers in IBPO companies to their capacity to sustain in their work environs. The respondents of this study were 513 employees of IBPO companies coming from at least twenty-five (25) identified IBPO companies distributed in different areas of Metro Manila, Philippines where their organizations are catering to clients based in various parts of the world. The survey questionnaires

were distributed to target respondents by asking them to accomplish paper-based survey questionnaires.

Findings

Based on the data gathered, the following findings were drawn:

Profile of the Respondents, 504 (98.25%) indicated that they are Filipinos; majority of the respondents were represented by 311 (60.62%) front line or back office staff; 314 (61.21%) were 30 years old and below; 282 (54.97%) were female; 339 or 66.08% were single; 349 or 68.03% were bachelor's degree holders; 268 or 52.24% were earning an average income of P20,000 or less monthly; and 203 or 39.57% have been working in an IBPO company for 1 to 3 years.

Majority of the respondents agreed with the notion that their organizations have provided them cross-cultural literacy training programs. However, it was very worth mentioning that across various different profiles (position, age, income and length of service) there were groups of respondents who strongly agreed with the idea.

Majority of the respondents expressed their work satisfaction in the IBPO industry regardless of which profile they belong to.

Top level management position holders, 51 years old and above, earning more than P40,001 per month, and belonging to the industry for more than 10 years expressed their strong agreement that the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies is highly positive.

The respondents' evaluation on IBPO companies where they are currently affiliated with, it turned out that the null hypothesis, talking on cross-cultural literacy programs in particular, was rejected by the respondents when they were profiled according to their civil status, highest educational attainment, level of income, and number of years working in an IBPO company.

It was revealed that the respondents encountered a problem on fluency (accents and vocabulary) followed by lack of common ground (language and credit), thought they had agreement with the clients- implicit versus explicit communication, violations of respect and hierarchy, and differences in work norms and behaviors.

Conclusions

The researcher has drawn the conclusion that while most respondents across different profiles agreed that the companies they were in provided them cross-cultural literacy training programs, the strong agreement of those holding top level management positions, 61 years old and above, earning more than P60,001 per month, and belonging to the industry for more than 10 years is indicative of more intensive cross-cultural literacy and immersion processes that this group of people undergo/underwent. Hence, given those employees who belong to the lower spectrum of each of these profiles are even more largely dealing with the end-user clients of their companies' corporate clients, it is worth taking time, effort, and resources to extend stronger support in terms of further developing the same employees' multi-cultural competence, specific to the culture they are assigned to deal with.

Apparently, the respondents who belong to the four categorical profiles stated above expressly noted their higher level of work satisfaction as they were able to develop deeper understanding, loyalty, and dedication to what they are doing. Having acquired such intimacy with the IBPO industry, the same people were able to develop their individual work sustainability in what they are currently doing. Hence, the findings are worth looking at as possible reasons for high attrition rate in the industry.

Recommendations

The findings imply the need of introducing adjustments and adaptations to people management strategies and practices by taking into account any discrepancies that exist according to demographic characteristics of employees. In particular, IBPO organizations' cross-cultural literacy programs need more attention and dedication. Further studies could investigate other features – like social context within organizations and general society to understand how these features get factored in. Many more variables can be taken to get a more comprehensive picture. Finally, now that the study has revealed the variables of employee satisfaction and has also brought to us the crucial determinants of satisfaction, we can work out further to see how each of these factors can be individually tackled to ensure employee retention. Trading off employee retention with job characteristics is the need of the hour for companies in the developing nations. Future studies can also focus on areas beyond employee satisfaction like the emerging concept of employee happiness and employee delight.

Upon drawing conclusions based on the findings, the researcher came up with the following additional recommendations for cultivating individual work sustainability in the IBPO industry through developing employees' cultural competencies by helping them to become able individuals who can: (i) Acknowledge the immense influence of culture; (2) Assess cross-cultural relations and are vigilant concerning the dynamics that result from cultural differences; (3) Expand their cultural knowledge and incorporate this knowledge into their everyday practice; and (4) Adapt to diversity.

Further studies could also consider other features – like social perspectives within organizations and in wide-ranging societies to appreciate how these factors could change, or not change at all, the results of this endeavor. Numerous variables can be used to uncover an additionally comprehensive picture.

Future studies can also centralize on topics beyond employee satisfaction like the promising model of employee delight and happiness.

Given that the study has further exposed the variables of employee satisfaction in Philippine IBPO companies, we can now work out further to see how each of the factors can be independently addressed to improve employee retention.

Lastly, to address the above recommendations, it is now essential to come up with action plans that would enable them to realize the above recommended goals that are deemed to enhance their cultural competencies.

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THE PROBLEM AND ITS BACKGROUND

Introduction

Globalization has long been a continuing process, and individuals or organizations have to deal with it accordingly for sustainability. Whether globalization is a beneficial phenomenon for an organization, this progression cannot be ignored regardless of the political or the economic circumstance of the society in which it functions. As globalization continues to change the way businesses direct themselves, threats and opportunities arise as a consequence of changing trade policies. "When used in an economic context, it refers to the reduction and removal of barriers between national borders in order to facilitate the flow of goods, capital, services and labour" (Scotto, 2011). In a publication, Palmer (2002) referred to globalization as "the diminution or elimination of state-enforced restrictions on exchanges across borders and the increasingly integrated and complex global system of production and exchange that has emerged as a result." When the world starts to loosen some of its policies to accommodate the inflow and outflow of products, trade liberalization is realized.

As trade becomes more liberalized, we may wonder how countries and their economies react. Bernard, Redding, and Schott (2007) fielded the question with the powerful neoclassical trade theory emphasizing on Comparative Advantage as explained by David Ricardo in his book, On the Principles of Political Economy and Taxation (1817). Each country acknowledges its weaknesses and strengths by

exploring trade opportunities with other countries that are potential partners, who would be able to compensate for their inabilities or scarcity and who could as well be plausible end-users of their products and/or services, where they have relatively higher advantage in producing at. By adhering to Comparative Advantage Theory, resources are reallocated across industries in one country in order to maximize the use of and achieve the highest potential benefits it may receive from utilization of these resources, which other countries are benefited as well, though not necessarily at the same level of benefits received by other trading countries (Ricardo, 1817).

But, as organizations maximize on the increasing global integration, leaders are also faced with the challenges set forth by the rapidly changing international business environs (Friedman, 2006; Northouse, 2004; Rosen et al., 2000). Organizations are coming across rapidly shifting global circumstances including new technologies and international economic structures, global business competition, rising cultural diversity, and a range of other global changes (Friedman, 2006; Northouse, 2004; Rosen et al., 2000; Stiglitz, 2003). New technologies have facilitated organizations to function internationally with escalating reliability and relative easiness (Stiglitz, 2003) and areas a result, intensifying their transnational activities (Crocker, 2002).

In this study, the researcher was very interested to find out how culturally literate employees and leaders are in selected international business process outsourcing (IBPO) companies in Metro Manila. The researcher wanted to dig deeper into the employees' cross-cultural competence and individual capacity to

sustain in the industry. Concluding, the researcher expected to come up with proposed solutions and recommendations to address existing and/or potential organizational problems, which are deemed as effects of the lack of cross-cultural competence of the business leaders down to the rank and file.

With the researcher's experience and exposure to international businesses through management consulting clients as well as his graduate education in a multicultural university attended by students coming from more than fifty (50) countries during residency, the researcher fully appreciates the importance of understanding the culture of other people. In order to continue fostering a healthy, harmonious relationship when dealing with people coming from a mixture of cultural orientations, one must fully know how to respond carefully and appropriately to avoid offensive acts or remarks. In addition, comprehending and recognizing the norms of other peoples' culture in their home countries help to minimize the offending impact of what may be deemed as unpleasant acts or remarks for people in the host country. The researcher believes that this theory also applies to employees involved in international businesses dealing with multicultural perspectives.

This research focused on the operations of selected IBPO companies within Metro Manila and how its employees' cross-cultural literacy and cross-cultural competence bring them through challenges in the workplace with an end goal of developing programs that would further enhance the employees' individual capacity to sustain in the industry.

Background of the Study

IBPO companies and their leaders and workers are not only brazening new opportunities but are also facing challenges brought about by a variety of barriers, one being peoples' diverse cultural orientations (Earley et al., 2006; Friedman, 2006; Morrison, 2000; Rosen et al., 2000). Due to these challenges, workers must understand the immense necessity for them to be able to fit in and to work with people across different cultures (Earley & Mosakowski, 2004; Rosen et al., 2000).Upon immersion to a multicultural work environment, people would also naturally realize that personalities, behaviors, or leadership styles would have a propensity to blend within the locale's culture, if one's goal is to make a smooth transition in the new work environment and avoid conflicts, either with co-workers or clients (Ivancevich & Matteson, 2002).

In a study by Magtibay-Ramos, et al. (2007), the authors emphasized that "it is worth noting that nearly 70% of the BPO workers in the Philippines are in the contact center subsector. Since the minimum qualifications for employment in the contact center are a college degree, good English proficiency, and computer literacy, any college graduate can apply regardless of educational background. As a result, the contact center industry may have attracted a number of college graduates whose training is directed toward other highly skilled professions, thus creating an employment–education mismatch." Gadi (n.d.) discussed that the economic reservations in industrial countries like the United Kingdom and United States of America would be beneficial for the IBPO industry as a whole. The fundamental

principle of outsourcing, which is providing solutions at lower cost, would offer investors the alternative to expand and carry on their operations through outsourcing. Hence, developing countries that are abundant with lower cost of labour and a large pool of well-trained labour force would wholly profit from such economic challenges in developed states. To be able to respond appropriately and provide solutions to the economic challenges in highly industrialized nations, through these latest developments in the outsourcing industry, IBPOs in the Philippines must be elastic enough to meet the supply for their demands. Henceforth, as the calls to widen the country's horizons, it is all but natural that the country must further accelerate the process of innovating the training and development of its talent pool (Gadi, Undated). On top of that, given the fact that with this industry setup, jobs in-shore are to cater to clients off-shore, there is also a need for accentuating the cross-cultural literacy of those who are already a part of and will be a part of the IBPO industry.

Working in an environment where parties to the communication process such as co-workers and, clients come from different cultures becomes doubly toxic due to the probability of misunderstanding caused by incompatible norms. As Stark (2003) described, toxicity is a "pain that strips people of their self esteem and that disconnects them from their work." Consequently, as the levels of toxicity in the workplace increases, the goal to achieve higher "shareholder value," which Byrne (2002) describes as a tool measuring performance on the exclusive basis of stock price, to transparent organizations with an open culture of integrity, ownership, and

accountability, also becomes even more distant from the reality. Appelbaum & Roy-Girard (2007) explained that "toxicity in the workplace appears to come from toxins within the organization which renders it as a toxic organization. This observation has led to the use of terms such as toxic leader, toxic manager, and toxic culture, which are currently appearing with increasing frequency in business, leadership, management, and psychology literature, to describe the toxins that create these toxic organizations" (Reed, 2004).

With this study, the researcher aimed to help the IBPO industry advance further through bolstering the capabilities of its current and potential employees by proposing solutions and programs that would enhance peoples' cross-cultural orientation, develop their understanding of the relevance of acquiring such intelligence to help them further their individual capacity to sustain in the business.

Understanding the importance of the wide array of economic opportunities provided for by the IBPO industry, the comparative advantage of the Philippine work environs, resources, and its largely talented pool of labor force must be further enhanced to help them better share with improving organizational performance and, eventually, ensuring business sustainability.

Theoretical Framework

This research work showed a convergence of the preceding theoretical ideas, which were also results of various scholarly works, and models having common characteristics concerning one or more of the following concepts and constructs: comparative advantage, business process outsourcing, and cultural differences. The

subsequent discussions give an idea about each of these key concepts and constructs.

To benefit from the opportunities offered by the globalization of production, IBPOs are maximizing on what turns out to be business operations challenges for organizations based in developed nations due to rising costs. Hollander (1979) agrees that David Ricardo took Adam Smith's theory one step further by investigating what could take place once a country has an absolute advantage in the production of all goods. Smith's theory of absolute advantage proposes that such a country may not benefit from trading internationally. However, Ricardo (1817) established otherwise. Explanatively, Ricardo's theory of comparative advantage tells us that it makes sense for a country to focus more in the production of those goods that it produces most efficiently and to buy from other producing countries the goods that it produces less efficiently. Henceforth, the birth of IBPOs is considerably one of the by-products of Ricardo's comparative advantage theory. To better understand how the concept of outsourcing works, Chamberland (2003) further expounded on Insinga & Werle's (2000) sketched methodology that would help organizations in justifying outsourcing as a business strategy. The method aids businesses in carrying out a systematic evaluation of their internal business processes through establishment of a dependable strategic basis for the decision-making process.
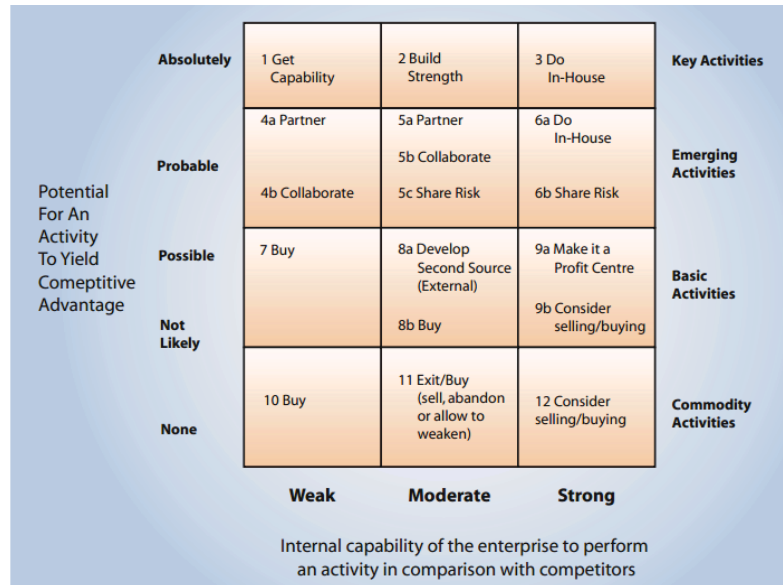
Figure 1.Planning Guide to Identify Suitability of Outsourcing

As discussed by Chamberland (2003), Figure 1 shows a planning guide for organizations where the authors highlighted two factors in order to determine whether outsourcing is suitable: (a) the extent to which the function or process contributes to the organization's competitive advantage, and (b) whether the organization has the strength to perform it internally. The scheme is based on these two factors and helps to answer the broader key questions: Which of the organization's functions and processes should remain in-house? What is the organization's competitive essence or true core? And, for those activities that can be performed externally, what form of relationship is best?

Contribution to competitive advantage. Whether an activity adds to a firm's competitive advantage must be measured in the marketplace, in accordance with an assessment metric that the authors rank from "none" to "absolutely" (as represented

in Figure 1). This metric gauges activities that are broken up into four major categories of strategic importance, ranging from "key activities," which are more fitting to add the greatest strategic value to the business, to "commodity activities," which are readily accessible in the marketplace and contribute less to the strategic value of the organization. Key activities should by and large be performed in-house while others become leading choices for outsourcing.

Capability to perform internally. An organization's domestic resource supports how well an activity can be carried out internally. As shown in figure 1, these assets are measured against an assessment metric ranked from a "weak" to a "strong" capability, calculated as objectively as possible. The matrix includes shift within certain cells, reflecting the fact that being at the top of a cell leads to a suggested course of action that is different than if the same is pegged underneath the same cell.

The above two-dimensional matrix helps to settle on whether a particular requirement should be outsourced. The criteria on the matrix provides guidance to decide whether an activity is both significant to the organization and a vital source of competitive advantage to it, and consequently worthy of being completed in-house. If it is established that an activity provides an eligible (if any) competitive advantage to the organization, depending on the organization's capability to perform it in-house, it is more possible to be outsourced outright, or handled by a vendor.

Moving forward, as organizations decide on outsourcing their operations, the principle of comparative advantage would now come into play. Consequently, with

the abundance of lower cost laborers in developing nations, businesses based in developed countries capitalize on the comparative advantage offered by businesses based in the former. While there is the available prospect of making the most of the available technologies widely exploited in a highly globalized world, the fact remains that human interactions are necessary to facilitate smooth business operations. Thus, understanding the culture of other nationalities plays a vital role in the process of keeping a harmonious work atmosphere for all the organizational stakeholders as well as lessening workplace toxicity.

To address the issue of work toxicity caused by conflicting cultural views, the researcher gives special attention to talent development in terms of cross-cultural literacy. Hill (2009) argued that being ill-informed is one of the biggest dangers facing organization going abroad for the first time. International businesses ill-informed about the practices of different cultures are likely to fail doing business in another culture which require the organization to adapt to conform to the value systems and norms of that culture. The way in which deals are negotiated, the appropriate incentive pay systems for salespeople, the structure of the organization, the name of a product, the tenor of relations between management and labour, the manner in which the product is promoted, and so on are all sensitive to cultural differences. To prevent the danger of being ill-informed, international businesses consider employing local citizens to help them do business in a particular culture.

Hence, to understand a specific culture deeper, one must first appreciate the determinants of culture. The values and norms of a culture do not emerge fully

formed. They are the evolutionary product of a number of factors, including the prevailing political and economic philosophies, the social structure of a society, and the dominant religion, language, and education (see Figure 2) (Hill, 2009).
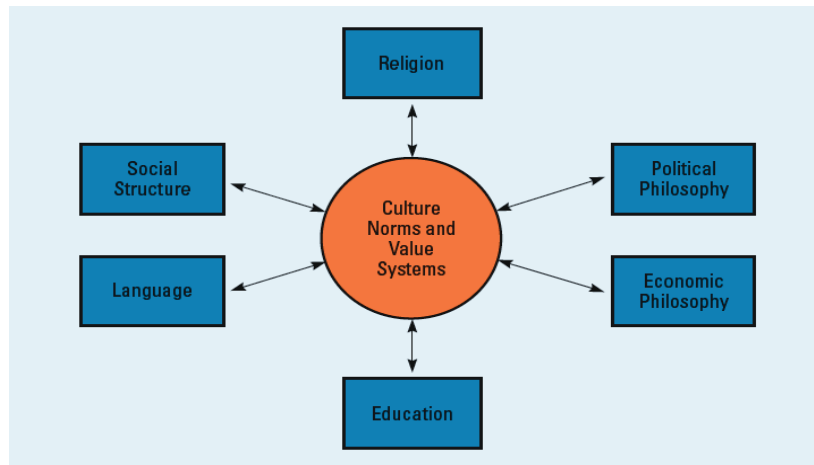
Figure 2. The Determinants of Culture

As shown in Figure 2, a society's basic social organization is its social structure, the degree to which the basic unit of social organization is the individual rather than the group, and the degree to which the society is stratified into classes or castes. We tend to think of the individual being dominant in some societies, and the collective group being more important in others. There may be a high degree of social stratification with low mobility between strata or a low degree of social stratification where it is not so difficult to move between strata.

Religion, systems of shared beliefs and rituals concerned with the realm of the sacred, also plays a big role in culture, especially in countries with a single dominant religion. Along with the major religions with the greatest following today, namely

Christianity, Islam, Hinduism, and Buddhism, and Confucianism, while itself not strictly a religion, might also be included as it influences behavior and shapes culture in many parts of Asia.

Consider also how culture is defined by language, how people communicate with each other and how they perceive the world.

Formal education is important to gain the skills needed to be productive in modern society, but a nation's education system can be an important determinant of competitive advantage as well. The Philippines is an attractive destination for investment because of its well-educated workforce. Hence, IBPOs continue to grow due to this investment driver. A country's education system can also be an indicator of what products might sell well, and what types of promotional materials should be used. In a country where literacy rates are low, written promotions will not work well.

Finally, the political and economic philosophies of a nation clearly influence the society's value. For example, the values found in Communist North Korea toward freedom, justice, and individual achievement are clearly different from the values found in the European countries, specifically because each society operates according to diverse sets of political and economic philosophies.

In relation to all of above, of considerable importance for an international business with operations in different countries is how a society's culture affects the values found in the workplace. Management process and practices may need to diverge according to culturally determined work-related values. Hence, this study

focused on determining how the cross-cultural competence of employees in the IBPO sector aids them in sustaining their involvement in the industry.

Conceptual Framework

INPUT	PROCESS	OUTPUT

- Profile of Respondents
  • Position
  • Age
  • Gender
  • Civil Status
  • Highest Educational Attainment
  • Average Monthly Income
  • Number of Years Working in an IBPO Company
- Cross-cultural literacy programs in selected IBPO companies
- Respondents' level of satisfaction in IBPO companies
- Impact of cross-cultural competency on respondents' aptitude to sustain in IBPO companies
- Challenges encountered in working in IBPO companies
	Data gathering using survey questionnaires
	
	Analyses and interpretations of data gathered
	
	Evaluation of the cross-cultural literacy programs, level of employees' satisfaction, impact of cross- cultural competency on individual work sustainability, and challenges encountered in IBPO companies.
		Proposed solutions and recommendations to address existing and/or potential organizational problems affected by the cross-cultural competence of IBPO's workers.

FEEDBACK

Figure 3. Research Paradigm

Figure 3 illustrates the paradigm of the research. The study assessed the cross-cultural competence of the workers in selected IBPO companies and used it as

basis for proposing solutions that would enhance the workers' soft skills in people relations, which in effect should help their individual capacity to sustain in the industry.

Statement of the Problem

This study sought to evaluate the effectiveness of the cultural flexibilities of the organizations involved and the cross-cultural competence of its workers in the process of cultivating their individual work sustainability in the international business process outsourcing (IBPO) industry.

Specifically, this study aimed to answer the following sub-problems:

1.   What is the profile of the respondents, in terms of the following variables:

1.1.   Position;

1.2.   Age;

1.3.   Gender;

1.4.   Civil Status;

1.5.   Highest Educational Attainment;

1.6.   Average Monthly Income; and

1.7.   Number of Years Working in an IBPO Company?

2.   How do the respondents assess the cross-cultural literacy trainings of the IBPO companies where they are currently affiliated with when they are grouped according to profile?

3.   How do the respondents evaluate their level of satisfaction in the IBPO companies when they are grouped according to profile?

4.   How do the respondents assess the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to profile?

5.   Is there a significant difference in the respondents' assessment on the cross-cultural literacy trainings, level of satisfaction, and impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to profile?

6.   What are the challenges encountered in working in an IBPO organization when dealing with clients coming from other cultures?

Hypothesis

There is no significant difference in the respondents' assessment on the cross-cultural literacy trainings, level of satisfaction, and impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to profile.

Scope and Limitations of the Study

The respondents of this study were 513 employees of IBPO companies coming from at least twenty-five (25) identified IBPO companies distributed in different areas of Metro Manila, Philippines where their organizations are catering to clients based in various parts of the world. The survey questionnaires were distributed to target

respondents by asking them to accomplish paper-based survey questionnaires. This study focused more on Filipino employees to understand better how deep their cross-cultural literacy is, which affects how they fare in a multicultural work setting. Another limitation of this study is that the validity of this research is assumed to have higher integrity particularly within the time frame only that this research is conducted as there may be changes in the cultural-perspectives of workers in the BPO industry in the future.

Significance of the Study

This study aimed to improve the existing and limited body of knowledge related to the value of cross-cultural and emotional competence of the leaders of international businesses.

The results of this research may prove beneficial to the following sectors:

The Management of the Business Organizations Operating Internationally. This study will enable the management of IBPO companies to look into avenues of opportunities to improve organizational performance and business sustainability through developing their human talents' cross-cultural competence. In particular, the research results may shed light that could make a significant contribution to the alleviation of employee attrition.

The International Business Sector. This study will further open the eyes of the international business sector to appreciate the value of cross-cultural literacy in keeping their employees loyal to their firms.

Human Resource Management Practitioners. This study is expected to make an important contribution to the existing and limited body of knowledge related to the human talent development focus on soft skills. With the continuous and difficult-to-resolve issues on employee turnover in the IBPO industry, this study could shed more light on the relevance of looking into the cross-cultural competence of employees as factors that could tone down attrition issues.

Academicians, Research Aficionados, and, most especially to those who are in the DBA Discipline. This endeavor's efforts and findings may motivate researchers and academicians alike to further research on this topic and bolster its credence in terms of enhancing organizational performance and ensuring business sustainability across various industries.

The Labor Sector. With the perceived benefits of international businesses operating well and progressively with the aid of its talents' cross-cultural competence, labor sectors are also deemed to benefit from the job securities promised by its employers' sustainability.

Future Investors. By understanding how to relate organizational philosophies to future performance and business sustainability, this very particular research on cross-cultural competence will add to a rich range of factors to look at in gathering information necessary to make prudent decisions in investments.

In synopsis, this study may make a significant contribution to all the key participants engaged in the IBPO sector. It aims to lay bare the significance of looking into the development of peoples' cross-cultural competence as a major factor

that may be able to serve well in the deciding the suitability of organizations where there are highly diverse labor compositions.

Definition of Terms

Some of the terms used throughout this study are operationally and conceptually defined in this section for ease of understanding. Through these definitions of terms, the researcher hopes to clear possible miscommunications in the choice of words and in what may be considered technical jargons.

Business Process Outsourcing. It is defined by the Philippine Department of Trade and Industry (DTI, 2003) as "the entrustment of a complete business process to an external service provider." "It covers services related to information technology, business administration, sales, marketing, and customer care" (Magtibay-Ramos et al., 2007). "It is the entrustment of a complete business process to an external organization for the exclusive purpose of processing, deliverance of services and achievement of the client organization's goals and objectives (Ikerionwu et al., 2013).

Comparative Advantage Theory. The term refers to an "economic theory, first developed by 19th-century English economist David Ricardo, that attributed the cause and benefits of international trade to the differences among countries in the relative opportunity costs (costs in terms of other goods given up) of producing the same commodities. In Ricardo's theory, which was based on the labour theory of value (in effect, making labour the only factor of production); the fact that one country could produce everything more efficiently than another was not an argument against international trade" (The Editors of Encyclopædia Britannica, 2014).

Cross-cultural. It refers to "combining, pertaining to, or contrasting two or more cultures or cultural groups" (Dictionary, Undated).

Cross-cultural literacy. It pertains to employees' knowledge of at least two or more cultures gained either through proper education, travelling, readings, shows, work experiences, and all other possible cultural learning avenues.

Culture. It is the "established value systems conveyed from parents to their children, values that direct one's way of thinking about good and wickedness, and inform one's view on how things ought to be" (Hofstede, 1985)

Effectiveness of Cross-cultural Competence. It is the degree to which employees' cross-cultural competences are successful in cultivating individual work sustainability in an international business.

Level of Satisfaction. In this study, the term refers to the level of contentment or fulfillment of the employees in an international business with regards to the cross-cultural competence of their organizational leaders.

Cross-cultural Competence. It refers to a "set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals and enables that system, agency, or those professionals to work effectively in cross-cultural situations" (Cross et al., 1989; Isaacs and Benjamin, 1991).

Organizational Cultures. The term pertains to "reside rather in (visible and conscious) practices: the way people perceive what goes on in their organizational environment" (Hofstede, 2011).

Organizational Performance. It refers to "an analysis of an organization's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed)" (BusinessDictionary.com, Undated).

Performance. It "is the implementation or completion of an agreement within a distinct standard" (Ikerionwu et al., 2013).

Societal Cultures. It pertains to "reside in (often unconscious) values, in the sense of broad tendencies to prefer certain states of affairs over others" (Hofstede, 2001).

Transnational Companies. The term pertains to commercial enterprises "that operate substantial facilities, do business in more than one country and do not consider any particular country its national home. One of the significant advantages of a transnational organization is that it maintains a greater degree of responsiveness to the local markets where it maintains facilities" (BusinessDictionary.com, Undated).

Work Sustainability. In this study, the term refers to the effectiveness of or positive outcome brought about by developing employees' cross-cultural literacy as shown by their improved level of satisfaction enabling them to enjoy their work.

Workplace Toxicity. It is described as a ''pain that strips people of their self esteem and that disconnects them from their work'' (Stark, 2003).

Chapter 2

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents literature and studies written by local and foreign authors which are deemed relevant to the study.

Foreign Literature

In his book, Hill (2009) discussed globalization as a phenomenon where the players in the world economy recognize the greater need to integrate and be more interdependent regardless of national borders. The author further discussed several facets of globalization, such as globalization of markets and globalization of production. Hill (2009) deciphered Levitt's (1983) discussion about globalization of markets by expounding it as the amalgamation of conventionally unique and separated confined markets into one immense or international market. The deteriorating obstacles to conducting business across borders facilitated worldwide selling. Customers' preferred tastes and inclinations in diverse countries seem to be converging on an international standard, thus facilitating the creation of a global market. As organizations set up in different countries, they carry over many of the resources that worked well in their domestic markets - their brand names, products, advertising and promotion plans, resulting in a level of homogeneity across the marketplace. Therefore, variety is substituted with consistency, and there is less mention of "the Filipino marketplace," "the American marketplace," or "the Chinese marketplace"; for many organizations there simply is the international marketplace.

On the other hand, the other type of globalization which Hill (2009) gave further details about, is also the type of globalization the IBPO's are benefitting from as of this writing and is what the author labelled as globalization of production. Hill (2009) described it as the sourcing of goods and services from countries worldwide in order to benefit from lower cost and higher quality manufacturing. In this manner, organizations hope to be able to compete by achieving greater value through lower cost, and/or by increasing the quality of their product.

As the world becomes more integrated, new opportunities open up for businesses to explore widening their horizons, either in terms of focusing on market reach or business operations expansion. As Gonzales et al. (2012) explained, the emerging world needs high-tech services to continue on a path of rapid progress. For developing nations, services are considered necessary both as a means for job creation in its own right and as a catalyst of job creation in other industries. High-tech services are sought after by firms to enhance the partial inputs and deliverables along the global value chains and to build up competitive edges in corporate activities that require more skills down the same value chain. Developing nations, like the Philippines, have become more evident to have a comparative advantage in business services that could be delivered online. When we look at the current world's circumstances, nations with comparative advantage in these types of business services are generating well-paying jobs in the IBPO sector. These same countries providing IBPO services and are benefitting from their comparative advantage also benefit from access to high-tech business services that enable them to scale up their

role in the value chain. Rapidly decreasing telecommunication costs, declining air travel costs, growing internet acceptance all over the world, and rapid increase of internet bandwidth allocation have all facilitated the internationalization of information-intensive services.

Beaudreau (2011) discussed comparative advantage as a theory that is plain and obvious but one that is systematically and operationally insubstantial. To point out that trade is a consequence of comparative advantage is to say the obvious and nothing more. But how do comparative advantages of countries crop up? Beaudreau (2011) argued that, regrettably, the theory of comparative advantage does not give a comprehensive answer to this question. Rather, comparative advantage expounds more on trade and gains from trade in unbalanced situations where trading is not conducive. Historically, the theory on comparative advantage was formulated as a reaction to the concept of absolute advantage which was basically a theory that rank-ordered countries based on their capacity to produce a particular good. Back then, it was assumed that countries producing goods with the least amount of labor have an absolute advantage. The theory of absolute advantage was taken from the context that increased productivity enhances a country's ability to generate outputs and that it makes one superior over the others (Lee et al., 2013). Hence, the model of comparative advantage helped correct this notion by making an important point that with gains from trade as a result of specializing in production, trading countries are able to maximize on the opportunities provided for by such focused specialization (Tian, 2008). Rather than calculating absolute advantage and cross-

checking the consequence of flow of goods through trade, trade could be merely credited to the existence of comparative advantage (Van Marrewijk, 2009). As argued by economists, when trade happens, then comparative advantage leads all involved countries to exports/imports and vice-versa. Under this same context, in today's times, organizations that saw the opportunities for trading of services across national borders are able to maximize on the prospects provided for by the existing technological architectures and availability of manpower with the right and appropriate skills in countries where labor costs are lower. For this reason, for any type of services that could be delivered and communicated through the internet, IBPO organizations are able to take advantage of and flourish in various countries where they operate.

As organizations evolve through adaptation of structures, processes and output to maximize on the world's infrastructures allowing easier service deliveries across national borders, the IBPO industry gained momentum in breaking barriers to businesses. As Ikerionwu et al. (2014) elaborated that there is opposition among service providers within and outside their geographical boundaries. Hence, IBPO providers and the market for such services is continuously growing. Relph and Parker (2014) suggest that although the significance of logistics tasks and the key inputs to the economy of a country is noteworthy, the supply system is vital as it requires interacting with stakeholders such as customers, investors, suppliers, and staff. The choice to outsource is decisive to a firm's marketplace position, tactical objective and capability to respond to its customers' requirements. Millin (2006, as

cited in Relph and Parker, 2014) clarifies that before 1989, outsourcing was not officially recognized as a commercial strategy. In fact it had been an existing practice already that organizations that were not entirely self-sufficient would contract with other organizations to perform the skills/ tasks that are not deemed as core functions within the organization. The utilization of outside providers for such indispensable secondary services could be reckoned as the baseline juncture for the advancement of outsourcing (Handfield, 2006, as cited in Relph and Parker, 2014).

Holcomb and Hitt (2007, as cited in Relph and Parker, 2014) suggest that the organization's goals to track gains from doing business of focused manufacturing have added to the increase of supply chain's expert intermediaries. The need to guarantee supply chain effectiveness, calls for the need to work together with partners whether upstream and/or downstream. As a result, the integration of supply chain is an important feature that relies much on responsive information systems in place. At every stage of the supply chain, new challenges arise, inevitably motivated by varying client demands. In conjunction with the continual change to cope with market demands, the costs of obtaining raw materials and energy are a mounting concern. As a result, client relationships and marketplace intelligence are vital in attaining profitability and sustainability in a budding digital market place. Relph and Parker (2014) found that about 46% of organizations outsource some of their functions and their most common reason for doing so is the resulting tighter cost controls and the ability for the organizations to focus on their core businesses.

On the other hand, it can be argued that by focusing on cost control, they may end up losing sight of other advantages, for example, network relationships or foreseeing risks. An unintended outcome to outsourcing may well be incurring additional costs coupled with a drastic reduction in nimbleness and elasticity to cope with marketplace dynamics. For example, when using external suppliers, it may not be possible to accommodate in a speedy manner any rise or fall in market demand. There are many significant factors an organization needs to consider when deciding whether to outsource. It has to fully understand the entire cost of the functions or procedures to be outsourced and also be aware that there are inevitably hidden costs in other areas.

Outsourcing takes place when one organization contracts with another organization to source and provide products or services of a major activity or task. Work that used to be carried out within the organization is therefore handed over or assigned to a third party, external provider. As the stream of assets flows from the supplier to the client, outsourcing is different from a partnership or joint venture. There is usually no sharing of profits nor mutual contribution (Belcourt, 2006, as cited in Relph and Parker, 2014). The fundamental reasons tasks are outsourced includes their significant high employment cost and relatively hefty utilization of resources. Although in general, the larger the agreed outsourced tasks, the less the costs - as labor and resources can be distributed. Due to economies of scale, outsourced fees are usually more competitive than internal operating costs. As the linked costs add to the profit and loss as direct costs of goods, organizations seeking

to lower overheads and improve margins find it attractive to outsource their functions to IBPO organizations.

Cost, strategy and politics are three key causes to motivate an organization to subcontract or outsource a portion or all of its tasks or functions. Although price and strategy are familiar and feasible in most business segments, the drive to outsource due to politics is usually isolated to public organizations. The key main driver for many organizations to outsource is the pressure to lower costs and business risk, however benefits, risks and factors should be considered and reviewed holistically, making sure that all subsectors are risk assessed. Although the decision to outsource to an IBPO organization is a complex one, fundamental factors need to be considered and a business framework must be implemented to make sure the greatest decision is reached. Care must be taken so that organizations are not simply enticed by lower pricing and direct savings on margins and it should be noted that not all organizations are equipped to analyze the decision framework and recommend the most appropriate choice for their organization.

O'Flynn (2012, as cited in Relph and Parker, 2014) opines that when an organization contemplates outsourcing of any task, commodity or practice, the principal question to be considered is what the service advantages and costs are. Value for money is the main driver for many organizations contemplating outsourcing part or full divisions of its operations. The organizations consider whether a third party would be able to carry out the job more competently. The quick expansion of outsourcing implies that organizations expect benefits and advantage from

outsourcing. Most organizations look forward to cost savings, although in the public service, in a government agency for example, the classic savings in costs are not as much as the private sector's (Kremic, 2006, as cited in Relph and Parker, 2014). Costs should not be the sole motive in deciding to outsource, and aspects such as client servicing, business effectiveness and sustainability should also be considered to make sure that the outsourcing is practical. If the other aspects are ignored, the value of subcontracting or outsourcing will hastily be eaten up by costs added onto by IBPO organizations for any ineffectiveness or inadequacy caused by the parent organizations. These further costs are where the IBPO organizations profit and increase their revenue.

Although costs are the primary concern, there is a more crucial question that all organizations should take into account and recognize. Even if another organization can perform a particular task at a lower cost, what is the actual cost for making it come about and for it to carry on being successful? It takes effort and resources to consider hiring another organization to carry out services and to make it come about. The parent organization has to work on identifying and defining the services, running the tender, appointing and selecting the IBPO as the service provider, and monitoring the IBPO organization to ensure that it is doing what it is obligated to do contractually. (O'Flynn, 2012, as cited in Relph and Parker, 2014). Organizations that fail to take into account these costs for maintaining relationships run the risk of paying even more for what turns out to be less service. This unforeseen cost may sometimes be recognized as "budgeted" in another core

sector, such as contract management, for example. However, if it turns out that a high degree of supervision is required of the IBPO organization, any savings identified at first can hastily be eaten away through contract management; or in the worst case scenario, considered a violation of the service agreement. High-degree supplier relationships are crucial during the beginning phase of the outsourced services and continue to remain critical throughout the term of the contract. This makes sure that all services can be maintained and that both parties are fulfilling their contractual obligations. An organization has to establish how complex the relationship is to determine the degree of outsourcing, to be able to plan so as to minimize risks and impact within the organization to customers. There are many concerns with regards to outsourcing the logistics operations to an external service provider. Outsourcing the customer service process to another organization means that the direct interface with the client is in effect lost, as less contact time with the client results in losing control of the client relationship.

Moreover, although IBPOs have in-depth understanding and know-how about their own organization, it takes time for the IBPOs to get to know the client organization's business, and this is usually one of the most misunderstood connections. The focus of the majority of relationships at the initial phase is usually on understanding and awareness of the soft processes. It typically can take years for the IBPO organizations to actually be aware of and comprehend their client organization's approach, values, strategy and direction. There is also a risk that after a long-term agreement is inked and promises are made by both parties, the IBPOs'

client attitude and mindset may weaken. Typically a logistics service provider working in a business-to-business (B2B) setting will drop the focus on business-to-customer (B2C). After an organization loses sight of its clients' needs and product demand, the impacts on client service will soon show up in dwindling sales and loss of market share. No organization can exist without its clients, thus the question that has to be asked and answered is: "What could be the possible impacts on client service and client relations?"

The majority of organizations would have little, if any, in-house knowledge of best practice in agreements for logistics services. Regardless of whether the organization switches from one service provider to another, because outsourcing contracts usually are for a period of three to five years, the previous round of negotiations would by then be a distant memory and those involved could have already left the organization. The client's organization usually has to bear with a gap in competency between the legal and logistics divisions. The logistics departments in the organization usually focus on operational issues, which is their obligation and responsibility daily. Purchasing departments in both small and medium-sized organizations are typically lacking in familiarity and have no time to build up and support their understanding of complicated business-related concerns and issues in logistics agreements. Very few internal legal units are familiar with the operational issues concerned; their legal contribution is generally limited to making sure that documentation is fittingly placed in the national perspective and environment. Meanwhile, IBPOs negotiate numerous highly similar agreements year after year,

instantly giving them the advantage of more extensive knowledge. Moreover, unless the client organization already has a template agreement prepared, discussions will naturally begin with negotiations from the IBPOs' template agreement and therefore it is from the IBPO's best case arrangement (Chazanow, 2012, as cited in Relph and Parker, 2014).

Ikerionwu et al. (2014) conversed on the aggressiveness of IBPO service providers, describing how competitive they are. Thomas (2006) explains that performance is a social certainty and a set of measures cautiously chosen to state the extent of engagement. Within the context of IBPOs, Ikerionwu et al. (2013) defined performance as the implementation or completion of an agreement within a distinct standard. BPO is the entrustment of a complete business process to an external organization for the exclusive rationale of processing, deliverance of services and achievement of the client organization's goals and objectives (Ikerionwu et al., 2013). Abidin et al. (2009, as cited in Ikerionwu et al., 2013) discussed that one of the service provider's aims is to add value to the effectiveness of the organization's scholarly and physical assets. Client organizations establish these add on values as metrics for measuring performance. Service value complying with client's conditions is a primary factor in computing and evaluating accomplishment (Jiang et al., 2002, as cited in Ikerionwu et al., 2013). Other researchers acknowledged that client's satisfaction, market share and client retention as some of the gauges used in measuring performance (Fornell, 1992; Szymanski and Henard, 2001; Ranaweera and Prabhu, 2003, as cited in Ikerionwu

et al., 2013). Nonetheless, performance was attained when a few of the crucial aspects within the IBPO framework are entirely present and applied. Crucial factors include service level agreement (SLA) deemed as means to constructing a good joint venture (Yallof and Morgan, 2003, as cited in Ikerionwu et al., 2013).

Organizations that desire to outsource their services should set the standard for performance measurement through information that is quantitative in nature in the form of quantifying output, input, as well as performance dimensions. The quality of service offered by the IBPO service provider shapes the basis of an organization attaining its business goals. Jiang et al. (2002, as cited in Ikerionwu et al., 2013) illustrated that service quality is the ability to conform to the requirements of the client in the deliverance of service. Even though the burden of performance lies on clients and service providers, Chakrabarty et al. (2007, as cited in Ikerionwu et al., 2013) explained the provider being the one consistently held answerable for failed relationships. Another well-known metric is client satisfaction, defined by Zeithmal and Bitner (2000, as cited in Ikerionwu et al., 2013) as the client's assessment of a service or product in terms of whether it has met their expectations and requirements. The state of the relationship between a client organization and an IBPO service provider is a day to day estimate based on services performed by the IBPO service provider relative to the client organization's aims for outsourcing. Client organizations that obtain satisfaction from an IBPO service provider require that they can hold on to their key clients and service provider. Most organization clients started their business for the exclusive intention of creating clients, providing

products or services and ultimately retaining their clients. Dawkins and Reichheld (1990, as cited in Ikerionwu et al., 2013) found that a 5% increase in client retention resulted in an increased net present value in the range of 25% and 95% across a wide array of business situations. Without a tolerable level of performance, attaining this would not be possible.

Many scholars have recognized the rising demand for being able to function with others from different cultures (Yukl, 1998; Avery and Thomas, 2004; Earley and Ang, 2003; Earley and Peterson, 2004; Joshi and Lazarova, 2005; Kealey et al., 2003; 2006; Lombardo and Eichinger, 1996, as cited in Fortier, 2009). Undeniably, the necessity to be understanding and empathic, diplomatic, and the need for cultural awareness have been stated as vital prerequisites for success in an internationalized economy. Furthermore, it is considered that an understanding of the principles, morals, beliefs, values and attitudes of others from different cultures is critical not only for managers on overseas projects, but also critical for managers of local workforce that is quickly getting to be more diverse (Yukl, 1998; Duarte and Tennant Snyder, 2001; Joshi and Lazarova, 2005, as cited in Fortier, 2009).

The inherently multifaceted nature of the concept of culture has generated many challenges for researchers. New proof corroborates the subsistence of new hybrid cultural types surfacing in multicultural environments. The expertise in such hybrid contexts may uncover important insights with regards to managerial skills and proficiency in multicultural situations. It is presumed that the capability of designing an international management program depends upon being able to recognize the

necessary skills and expertise needed for such an international manager. Management requirements are anticipated to cover four international contexts, both in the home country and overseas, and in both face-to-face situations and when employing technology, demonstrating different profiles of managers.

The challenges with the deficiency in specific multicultural management tools itself might stem from essentially different definitions of culture, where there are a number of definitions covering an extensive range of elements. A respected pioneer, Hofstede (1985, as cited in Fortier, 2009), defined culture as the established value systems conveyed from parents to their children, values that direct one's way of thinking about good and wickedness, and inform one's view on how things ought to be. Culture is occasionally viewed as a set of components such as truth, attitude, fundamental values, the logic engaged, and the consequential decision rules (Aharoni and Burton, 1994, as cited in Fortier, 2009). Culture is also defined as the manner in which a group of people resolves problems and settles predicaments (Trompenaars and Hampden-Turner, 1998, as cited in Fortier, 2009). The later definition adds an active element to the concept of culture, hinting at the multifaceted and adaptive character of multicultural exchanges. The reality of what culture actually is could merge both a stable element consisting of undeviating content, alongside a dynamic element recognized as an adaptive process, one that is apparently able to develop hybrid types.

The more holistic definition chosen for this study is Hofstede's (1997, as cited in Fortier, 2009), that culture is a type of intellectual brainwashing or a "software of

the mind" grounded in foundations such as character traits and symbols. Consequently, each of us views the world from our own point of view, from the "windows of our cultural home" (Hofstede, 1997, as cited in Fortier, 2009).

Within multicultural research, there is a debate over whether the world is made up of a variety of different cultures, grounded in essentially different values and dimensions, or it is instead coming together into a collective melting pot of cultural values and standards.

Cultural divergence advocates, who think that cultures are essentially distinctive, are of the emic view, where constructs prevalent in a known culture get meaning from the context they originated from. Understanding such constructs would be quite challenging when detached from their contextual understanding and analysis (Earley and Ang, 2003, as cited in Fortier, 2009). Accordingly, as researchers seek to understand the dimensions considered to be fairly unique to some cultures, they argue for cultural specificity (Bollinger and Hofstede, 1987; Hall, 1976; Hofstede, 1985, 1994; 1997; Sondergarrd et al., 2004; Trompenaars and Hampden-Turner, 1998; 2000, as cited in Fortier, 2009). Undeniably, awareness and recognition of national-level cultural values and standards is critical because it allows us to decide what aspects of the social setting to focus on (Earley and Gardner, 2005, as cited in Fortier, 2009). Vital information is obtained from understanding and adjusting to these dimensions. Certainly, committing to memory extensive lists of cultural norms could turn out to be a challenge (Thomas and Inkson, 2005, as cited in Fortier, 2009). As culture-specific studies aim to reduce uncertainty for managers

working in multicultural situations, we question whether this kind of information is adequate, appropriate, or helpful to managers. Are such dimensions "generalizable" to most people of a particular culture? In fact, social interaction models linked to national culture were disapproved of as they do not necessarily forecast the actions of an individual (Bailey, 2004; Earley and Ang, 2003; Earley and Peterson, 2004; Egan and Bendick Jr., 2008; Joly, 1990; Thomas and Inkson, 2005, as cited in Fortier, 2009). On the other hand, such dimensions could merely be typecasts potentially hiding significant within-country differences, and as such they could in fact prove to be detrimental to management at the individual level (Bennett and Bennett, 2004; Dalton, Ernst, Deal, and Leslie, 2002; Egan and Bendick Jr., 2008, as cited in Fortier, 2009). The objective is not to damage the reputation of the role of culture-specific dimensions because they are a strong foundation for cultural information and offer a starting point for predicting behaviour (Thomas and Inkson, 2005, as cited in Fortier, 2009). For managers to succeed in different situations combining many cultures, they should have a wide ensemble of general transferable competencies relevant to a variety of cultural mixes.

Others accept as true a convergent reality wherein a few worldwide rules apply and they agree with the etic view. It may be that there are very few universal rules; however, there may be some models and approaches that can be adopted and adapted internationally (Aharoni and Burton, 1994, as cited in Fortier, 2009). Bollinger and Hofstede (1987, as cited in Fortier, 2009) argued that there has been less intercultural research and the misleading notion in many so-called 'universal'

American management theories pretending to be applicable on a worldwide scale have been outlined. Although current management theories are not applied universally, it does not mean that there are no universal management competencies. It is thought that effective intercultural training should come together towards more standardized international cultural skills (Sondergarrd et al., 2004, as cited in Fortier, 2009). It may be a fantasy to think that different cultures will unite their values, outlook, and manner of doing business in the direction of a single country's nationwide models, and organizational cultures should be shaped to focus on inclusiveness of all (Adler and Bartholomew, 1992, as cited in Fortier, 2009). This can be achieved with a set of skills applicable to many contexts for generalization across cultures (Usunier, 1998, as cited in Fortier, 2009).

However, as empirical studies reveal evidence of hybrid cultures, where amplified contact between members of different societies produce new common cultural identities, and new cultural formations emerge that are common to those caught up in the interaction (Earley and Singh, 2000; Sondergarrd et ah, 2004, as cited in Fortier, 2009). Therefore, "hybridization" can be viewed as an active part of cultural change, one that ought to be closely attended to, where members of different cultures can find commonality as a result of their interaction (Sondergarrd et al., 2004, as cited in Fortier, 2009). In spite of the glut of empirical data recognizing culture-specific dimensions, there is also a call for transferable multicultural competence. It will be exciting to discern how the hybrid approach can give clarify to part of the multicultural reality. Much research has dealt with management and

managerial competence (Mintzberg, 1975; Mintzberg, 1990; Pettersen and Durivage, 2006; Quinn, 1990; Tett, Gutteman, Bleier and Murphy, 2000; Yukl and Van Fleet, 1992; Yukl, 1998, as cited in Fortier, 2009). Certainly, empirical research yielded perceptive knowledge on what managers in fact do at work, some becoming seminal studies in their field. In spite of the pertinence of the skills acknowledged in this research, few allude to the multicultural structure of the workforce and the resultant demands and constraints. Quinn's (1990, as cited in Fortier, 2009) competing values framework, despite not directly recognizing multiculturalism, highlights characteristics of management competence that could turn out to be valuable for this purpose. Undeniably, the multifaceted and contradictory nature of the roles of managers, together with their key competencies, supply common categories that demonstrate some of the conflicting forces expected to be at play in a multicultural workplace. Managers are expected to demonstrate a level of behavioral complexity which requires an extensive range of skills, at times to be found at opposed ends of the continuum (Quinn, 1990, as cited in Fortier, 2009).

Contradictory management situations could possibly arise when working with people of different cultures. Since managers are under unremitting pressure to act, and are not cautious planners, their capability of dealing with these pressures demands a range of opposing skills (Mintzberg, 1975; Quinn, 1990, as cited in Fortier, 2009). Comparable results could be concluded about Pettersen and Durivage's (2006, as cited in Fortier, 2009) selection criterion for management positions. The 23 criteria highlighting ten areas of competence could be applicable to

managing a multicultural workforce. The comprehensive typology merging functional management activities together with decision making, managing groups and interpersonal relationships is prone to be applicable to a variety of managerial situations. Nonetheless, as the typology was not designed and planned for a multicultural workforce, it therefore does not directly incorporate concerns of culture. Although management typologies offer detailed descriptions of managers' roles and requisite skills, they do not take into account the reality of the multicultural workforce, and therefore concrete skills for managing multicultural settings continue to be unnamed. Maybe because data gathering for many seminal studies occurred before the business world was transformed worldwide, that could explain the evident disinterest in multiculturalism, and conclusions which are typically North American centric therefore have to be extended to a wider spectrum.

Yukl (1998, as cited in Fortier, 2009) argues that internationalization will amplify the need to work with a multicultural workforce, therefore calling for more understanding, diplomacy, cultural awareness and sensitivity, skills grounded in appreciating others' values, viewpoints, and attitudes. These fundamentals will probably prove to be necessary requirements but may be insufficient to create a program in international management. In their hyper-dimensional classification of managerial competencies, derived from 12 classifications (Tett et al., 2000, as cited in Fortier, 2009) recognized the cultural dimension of the organizations. Their proposed classification includes a mindset marked "Open Mindedness", a capability composing   acceptance,   adaptableness,   creative   thinking,   and   cultural

understanding. Although limited in its scope and ability to spot definite managerial behaviors, it hints at a factor of management that had been disregarded in previous studies. The lack of knowledge of international management curricula is derived from an area of the research that should be explored further.

A key manager profile is the local manager called upon to have the required competencies to manage a local multicultural workforce (Avery and Thomas, 2004, as cited in Fortier, 2009). Due to immigration, managers who stay put in one nation throughout their career will also have to be aware of cultural differences (Rollier and Nielsen, 2004, as cited in Fortier, 2009). There is a dearth of research for this manager profile, possibly because managing a multicultural workforce at home is thought to be less challenging than doing so overseas. The more common domestic workplace diversity, regularly seen in the US, provides a familiar culture and offers a mutual point of reference for both majority and minority groups (Kealey, et al., 2006, as cited in Fortier, 2009). There is also a lack of emphasis on domestic management because managers working with a local workforce are not viewed as being privy to nurturing multicultural competence. Taking into account the transformational nature of the intellectual and emotional competencies necessary for cultural compliance, it may be possible that multicultural lessons require expatriation (McCall and Hollenbeck, 2002, as cited in Fortier, 2009). Although international and domestic assignments stay different, it can be argued that they are getting to become more similar, therefore concluding that we are all international (McCall and Hollenbeck, 2002, as cited in Fortier, 2009).

To study multiculturalism at home, a broader concept including evident elements such as nationality, age, or sex, as well as fundamental aspects such as highest education attainment, technical abilities, and socioeconomic conditions. It seems necessary to examine research on diversity since studies indicate that a noteworthy factor connecting diversity to performance seems to be competence in dealing with diversity-related issues (Avery and Thomas, 2004, as cited in Fortier, 2009). While looking at strategies for managing diversity, we discover common criterion that update our critical list of competencies. Being skilled could represent being able to appreciate without judging, to view people as individuals and not automatically as members of a group, to be aware of our own stereotypes, and to make an individual and professional case for diversity (Lombardo and Eichinger, 1996, as cited in Fortier, 2009).

Cultural intelligence (or the CQ approach) may be applicable to the domestic manager (Earley and Ang, 2003; Earley and Peterson, 2004; Thomas and Inkson, 2005, as cited in Fortier, 2009). CQ seems to respond directly to an international management demand where international managers have to demonstrate the flexibility to adjust to new cultural situations (Thomas and Inkson, 2005, as cited in Fortier, 2009). The focus of CQ on cognitive, metacognitive, and motivational aspects points to individual qualities yet to be empirically delineated. Nevertheless, the aspect of CQ that is most useful for us is the one focused on behavior. It is not enough to recognize how to do something (cognition and metacognition), neither is it enough to be able to persevere to devote the necessary effort (motivation), high CQ

individuals also have to have competent reactions in their behavioral inventory (Earley and Ang, 2003; Earley and Peterson, 2004, as cited in Fortier, 2009).

The research provides theoretical strategies for demonstrating multicultural competence while running a multicultural workforce domestically. Nevertheless, in spite of the significance of this manager profile, there is little practical evidence in relation to precise multicultural competencies essential for domestic managers.

As this research explored in value and effect of cross-cultural literacy to employees' likelihood of staying in the IBPO industry, it is interesting to understand deeper some of the factors that result into work sustainability. Referring to a study conducted by Arora (2012, as cited in Sengupta, 2011) on factors affecting talent retention in the IBPO industry, it could be noted that work satisfaction was deemed as an equally important dimension in ensuring employee retention.

The major challenges faced by IBPO organizations at the middle level are the lack of motivation, attrition, and absenteeism (Mehta et al., 2006, as cited in Sengupta, 2011). Instead of inspiring and stimulating the organization, attrition produced a trend recognized by Leonard Schlesinger and James Heskett as "the cycle of failure" (Bleuel, 2006, as cited in Sengupta, 2011). This "chain of consequences" commences with employee dissatisfaction and concludes with "organizational inefficiency, poor service quality, high customer turnover and decreased profitability". The concept of employee satisfaction, recurrently researched by academicians to reveal how employees feel about the various "facets of job satisfaction such as the nature of the work itself, pay, promotion opportunities,

and satisfaction with co-workers" (Schermerhorn et al., 2005, as cited in Sengupta 2011). Researching employee satisfaction is significant because job satisfaction is related to productivity and organizational commitment, lower absenteeism and turnover, and eventually, with increased organizational effectiveness (Ellickson and Logsdon, 2001, as cited in Sengupta, 2011).

Sengupta (2011) explained that job satisfaction, on the other hand is more precise and is limited to the contents of the job. Spector (1997) defines job satisfaction as "the degree to which people like their jobs" (Spector, 1997, as cited in Sengupta, 2011), while Locke (1976, as cited in Sengupta, 2011) defines it as "a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". Williams (1995, as cited in Sengupta, 2011) established that job satisfaction is affected by employee benefits. Job satisfaction is from the perspective of the employee, whereas employee satisfaction is more from the organization's perspective. The IBPO industry is characterized by job-related aspects that is distinctive to it, some of these ultimately turn out to be the cause of employees' dissatisfaction from a typical IBPO job – elevated levels of stress (Mirchandani, 2004; Mehta et al., 2006, as cited in Sengupta, 2011); the repetitive or tedious "nature of the job" (Taylor and Bain, 2004, 2005, 2006; Budhwar et al., 2006; Ofreneo et al., 2007; Batt et al., 2006, as cited in Sengupta, 2011), demand-supply inconsistency and shortage of professional career growth prospects (Mehta et al., 2006; Batt et al., 2006, as cited in Sengupta, 2011); identity loss (Mirchandani, 2004, as cited in Sengupta, 2011); disparity with normal

cycle, absolute alteration of lifestyle plus personal discomfort (Budhwar et al., 2006, as cited in Sengupta, 2011). These characteristics lead to escalating dissatisfaction in employees of IBPO companies, which itself results in lower levels of motivation, then manifests in watered down efficiency, employees cannot meet their expected output which ultimately results in these employees leaving the job (Sengupta and Gupta, 2008, as cited in Sengupta, 2011).

Therefore, employees working in the IBPO industry face a diverse work environment, which is exceedingly controlled; intimately monitored and rigorously measured against targets, while employees are pushed to be more accountable "for their team and their own performance" (Budhwar et al., 2006; Wickramsighe et al., 2010, as cited in Sengupta, 2011). However, through human resource management interventions, organizations could minimize losing talents. Once appropriate HR recipes are used, organizations are able to develop more sustainable work environs.

Sustainability is a theory that is currently strongly associated with protecting and conserving the planet, and concerns about the rational use of its resources have given rise to indiscriminate use of the concept. Another concept that has been widely used is: sustainable development, also with the connotation of preserving the environment. Sustainability can mean the support given to something, allowing it to live eternally without the help of others or resurface every time a portion of existing resources is used. In this sense, the concept sustainability can have a strong relationship with preservation or something you want to renew each time a part is extracted. From the conceptual point of view, sustainable development seems to be

one of the most important social movements of this century and the beginning of the millennium, going from initiatives of individuals in search of cleaner air to breathe to businesses and governments, some with initiatives more serious and others less serious, but all wanting a better planet to live in (Barbieri et al., 1991, as cited in Santos et al., 2013). Sustainability of a business is when it generates its own revenues, enough to keep the organization in operation and to keep the interest of the owner or investors. Combining this concept with the planet, the resources that will be extracted for the production need to be replaced by the same amount so that the process of production and consumption happen in a natural way to meet the needs of society. When resources are damaged so that they cannot be renewed, the production process should be analyzed, looking into which elements are being employed and which are damaging the environment so that alternatives can be found for its preservation. Economic growth was a proposal made to society as a way to promote the welfare of all, i.e. better health, more food, more schools, changes that ultimately could generate more comfort. This was done based on inflow of more capital, more privatization, more production, liberalization of the economy so that the movement of capital was widespread, and innovation in production processes and the relationship between government and population. There was an urgent need for society that life would improve with more jobs and income, output and product variety (Kliksberg, 2008, as cited in Santos et al., 2013).

Sustainability deals with attaining a balance between the natural environment and human activities (United Nations, 1987, as cited in Thomas, 2010). Most

theories of sustainability depend on the assumption that a society has to reach an unbiased equilibrium among its environmental, social, and economic facets (Milbrath, 1989, as cited in Thomas, 2010). The conviction in the requirement for all-inclusive sustainability embodies one of the more exceptional aspects of the theory. Many studies of sustainability depend on the multifaceted connections between the varied set of things that illustrate human beings, society, and the environment they inhabit, rather than assuming sustainability is attained through actions with a particular cause and effect. As a result, studies that evaluate sustainability should deal with such issues in an interdisciplinary manner. Research in sustainability is varied in both the topics that are dealt with and the methodology used.

Sustainability studies can be divided into those dealing with environmental, social or economical issues on either a societal level or an individual level. For example, studies of economic sustainability often tackle topics of fairness in labor and compensation (Sklar, 2002 as cited in Thomas, 2010), economic exploitation (Lazar, 2000, as cited in Thomas, 2010), and significant economic growth (Barbier, 1987, as cited in Thomas, 2010). On the other hand, research dealing with social sustainability typically tackles issues of social justice and the weight of culture on the behavior of individuals and groups (Jcdes, 2000, as cited in Thomas, 2010). When it comes to environmental sustainability, research tackles the impact on the environment (Valentin and Spangenberg, 2000, as cited in Thomas, 2010), utilization of resources (Pearce and Kerry, 1990, as cited in Thomas, 2010) and the application of ecological models to various characteristics of human behavior (Vayda, 1983, as

cited in Thomas, 2010). It is also notable that theory and research that deals with environmental sustainability can be considered to embody the focal point of sustainability-related research. The majority of the research dealing with sustainability centers on incorporating topics that are not typically related in order to cultivate fresh syntheses that can give clarity to the complex nature of structures that govern sustainability.

Apart from the topics that sustainability considers, another area of importance is the methodology that sustainability related research utilizes The methods utilized to determine and measure sustainability are varied and complex; one technique to determine how sustainable a society utilizes a set of gauges that can calculate things thought to be associated with sustainability. One of the key views is that we should not use up more resources than the environment can restore (Milbrath, 1989, as cited in Thomas, 2010). We may consider current developments and results in a society and contrast those with other societies that display different stages of sustainability. Taking into account the extent of research done concerning sustainability, it is apparent that there are many ways of examining and studying the theory.

Foreign Studies

In a study conducted by Dean (2007), the author explained how organizations in both the nonprofit and for-profit spheres are devising strategies for dealing with the dynamics of rising globalization, particularly the joining forces of growing cultural diversity and the intensifying necessity for global collaboration. Drucker (1990)

stated that for the business entity, profitability is its sole long term baseline purpose, whereas a nonprofit entity has a blend of several baselines that have to be balanced. IBPO organizations are able to offer a fitting and useful ground for the study of human behavior. Though the research participants in the study were drawn from IBPO organizations, the data generated by Drucker's study can be applied across different organizations. Critical and fundamental processes are among the significant organizational commonalities that function at the level of the organizational team. The focal point of the study on these fundamental human behavior processes strengthens the ability to generalize the results for organizations in other industries. The findings can also help the leaders of IBPO organizations to discover which approaches are the most culturally intelligent for establishing international teams or groups, and infusing culturally intelligent values into group processes in order to capitalize on the value of cultural diversity innate within international groups.

The study produced empirically based guidance for leaders of IBPO organizations in a multicultural environment and provides significant practical functions that can help leaders of international organizations to establish and grow effective leadership processes and incorporate cultural strategies in structuring international groups. As organizations turn to international groups to handle an international environment, they require more prescriptive direction and assistance on how to capitalize on the potential synergy that international groups offer (Salas, Burke, and Cannon-Bowers, 2000, as cited in Dean, 2007). IBPO organizations can

assist their leaders to be aware of and implement culturally intelligent strategies and leadership processes. Without dependable prescriptive direction and guidance, it will become more likely that the IBPO leaders who are operating trans-nationally and inter-culturally may unintentionally implement processes that reduce and end up wasting precious organizational and human resources, and result in the underperformance of the groups.

The dependability of guidance for international leaders involves a wide array of issues including potentially preventable losses in production, effectiveness, and human development. The findings of the study enabled the researchers to establish what culturally intelligent processes and strategies inter-culturally capable leaders support as being the most effective in establishing, growing, and training culturally varied multinational groups. The relevant underlying research assumptions are that the study centered on significant dynamics that organizations have in common, and the most important in Dean's (2007) study being the vital nature of the fundamental leadership processes and cultural strategies that international leaders have to rely on at the organizational level internationally.

Another related assumption is that the essential primary dimensions that exemplify a culturally diverse setting will be very similar to those that international leaders will likely encounter. Significant conclusions from Dean's (2007) study are both pertinent and practical for international leaders in all organizations working in a multicultural situation. The study offered dependable prescriptive guidance to leaders to select from the various cultural strategies and leadership processes that

are available for them to be able to establish international groups and grow the international group processes. This can greatly benefit international leaders and their organizations as they function both internationally and cross-culturally.

Another intention of Dean's (2007) study was to uncover and establish whether the processes and strategies of culturally intelligent leaders hold up a model of inter-culturally competent international leadership, particularly concerning the processes and strategies pertinent to establishing and growing culturally and nationally varied groups. Dean's (2007) model of international leadership was derived from the relevant literature and expressed a leadership model in a multi-cultural context which is different from earlier efforts because it evaded what Morrison (2000) described as a "competency model of global leadership" (see also Suutari, 2002, as cited in Dean, 2007). While a competency model stands for a framework or listing of characteristics of international leadership (Chin, Gu, and Tubbs, 2001, as cited in Dean, 2007), it defined international leadership as a process and therefore offers a model of international leadership in establishing international groups and growing global teamwork and group processes. Dean's (2007) study also offered a key step in the direction of testing the model of international leadership by assessing the degree to which the processes and strategic philosophy that international leaders implement in establishing international groups support the anticipated model. The model itself offers the practitioner an illustrated description of the processes and cultural strategies that intercultural competent leaders have a tendency to implement.

Dean (2007) elucidated that it was in the early 1980s that globalization came to be commonly accepted and recognized. However, the related notion of international leadership is still an up-and-coming area to be studied, one that has enjoyed less interest than research on domestic or mono-cultural leadership (Morrison, 2000; Suutari, 2002, as cited in Dean, 2007). International leadership is very different from monocultural or domestic leadership (Morrison, 2000, as cited in Dean, 2007) and demands competencies beyond the familiar and sufficient in one's resident country, the capability to conquer national inclinations and ability to adopt best practices from different countries (Yamaguchi, as cited in Morrison, 2000). The desired characteristics and traits in an international manager are added to the more time-honored leadership qualities (Alon and Higgins, 2005, as cited in Dean, 2007). Monocultural or domestic leadership is defined as devoid of the cultural, racial and geographic differences that create intercultural or international dynamics (Alon and Higgins, 2005; Morrison, 2000, as cited in Dean, 2007). On the other hand, interactions among varied cultures and nationalities create critical dynamics within the concept and of international leadership and differentiate international leadership from monocultural or domestic leadership. As described by Kouzes and Posner (2007, as cited in Dean, 2007), we strengthen the leadership challenge by adding in the complication of an intercultural or global element.

A variety of authors use the terms "global leadership" and "global leader" generally, instead of it being a constantly defined term. Indeed, the studies on global leadership apply the term "global leader" with diverse meanings (Suutari, 2002, as

cited in Dean, 2007). According to Suutari (2002), the term global leader refers to leaders who hold "global integration responsibilities within global organizations". Even the authors themselves who encouraged being careful in defining the terms "global leader" and "global leadership" substitute those terms with competencies of global leaders and requirements of global leadership (Suutari, 2002, as cited in Dean, 2007). Dean's (2007) study defined "global leadership" as the processes and cultural strategies by which they are able to apply influence within a team to effect within an intercultural, global environment the changes required in order to accomplish a common objective (Earley et al., 2006; Northouse, 2004, as cited in Dean, 2007). Anticipating the outcomes of the study, international leadership is made up of precise processes and cultural strategies that facilitate effective leadership within an intercultural, global environment.

Culture can institute methodical procedures and expectations with regard to how people think and act (Marquardt and Horvath, 2001, as cited in Dean, 2007). The GLOBE study (House et al., 2004, as cited in Dean, 2007) defined culture as the "communal motivation, values, beliefs, and interpretations of important events resulting from familiar experiences passed on from generation to generation". The GLOBE study defined societal culture as a "generally practiced language, ideological belief systems (including religion and political belief systems), ethnic heritage, and history." Cultural norms, values, and assumptions are intensely held such that they are mostly concealed, implied, and therefore taken for granted by those identifying with that culture (DiStefano and Maznevski, 2000, as cited in Dean, 2007). Janssens

and Brett (2006, as cited in Dean, 2007) defined cultural precepts as the norms for fitting behavior based on one's cultural background and previous occurrence.

According to Marquardt and Horvath (2001, as cited in Dean, 2007), culture functions intentionally and subconsciously to shape ideals, assumptions, values and customs. The point of view of culture as human cognitive process is very relevant to the dynamics of international leadership and the cognitive practices and methods in CQ. The achievement and accomplishment of a leader working with people from varied cultures relies on them being able to exhibit their awareness and understanding of how global dynamics affect leadership and being able to manage the differences in the varied cultures (Marquardt and Horvath, 2001, as cited in Dean, 2007). The same aspects which domestic groups rely on for their success apply to culturally diverse teams, but the global setting is more complex (Marquardt and Horvath, 2001; Conner, 2000; Morrison, 2000; Suutari, 2002, as cited in Dean, 2007). The GLOBE study (House et al., 2004, as cited in Dean, 2007) focused on cultural distinctiveness and showed that effective global leadership means that a leader has to be aware of and sensitive to differences in the values and beliefs of people from varied cultures.

Effective leadership behavior can be very different across the international cultures (House et al., 2004, as cited in Dean, 2007). According to Earley et al. (2006, as cited in Dean, 2007) effective international leadership for organizations operating globally demands "an in depth understanding of cultures" to manage cultural diversity in the workplace, markets and legal systems. Effective international

leaders are not just sensitive to cultural differences, they also adapt their leadership styles and behaviors to the norms and values most suitable to the culture of the people they lead and manage (Earley et al., 2006, as cited in Dean, 2007). The range of variables and the multifaceted dynamics of global leadership also manifest at the international group level, as well as the group leader's conventional roles of setting direction, establishing external linkages, and managing group operations (Northouse, 2004, as cited in Dean, 2007).

In cross-cultural leadership, group members' cultural backgrounds impact how they view group leadership (Roembke, 2000; House et al., 2004, as cited in Dean, 2007). Culturally diverse group leaders and group members will possibly deviate considerably in their cultural expectations of leadership styles (Marquardt and Horvath, 2001; Morrison, 2000; Suutari, 2002, as cited in Dean, 2007). The leader of an international group also has to manage a series of varied cultural behaviors and expectations (Marquardt and Horvath, 2001, as cited in Dean, 2007).

Local Studies

Hechanova's (2013) study illustrated how the call center industry in the Philippines has developed tremendously over the past decade. The author furthered that starting with two call centers based in the US in early 2000, the Philippines now hosts quite a large number of IBPO companies. Accordingly, the industry was able to generate $5.5Billion, surpassing India, which was then dubbed "the call center capital of the world" (Macaraig, 2010, as cited in Hechanova, 2013). With a large pool of college graduates who have competencies in computer skills as well as

written and spoken communications skills, more of American English, the Philippines has emerged to be an ideal destination for companies offshoring some of their support services. Given lucrative pays and attractive fringe benefits, the growth of the industry was rapid as workers, and prospective workers alike, considered the sector to be one where there is a possibility for greener pastures even without going out of their comfort zones. IBON (2003, as cited in Hechanova, 2013) stated that agents working during the graveyard shifts are able to take home 30 to 50 percent supplementary pay through night differentials. Under this working condition, industry members are able to enjoy salaries that go way beyond the minimum wage as mandated by the government.

As the industry keeps growing in the country and continuously changes the business landscape, it has somehow redefined lifestyles of those who are in the game. With numerous existing IBPOs that are able to compensate their employees well, the industry has fashioned a new category of somewhat economically comfortable, self-sufficient young Filipinos (Greenlees, 2006, as cited in Hechanova, 2013).

Conversely, the author mentioned that although the industry is economically attractive, the IBPO industry remains to be one with a high employee turnover rate compared to other industries. As pointed out in the article, one of the possible logics behind the turnover phenomenon is the quick high growth rate of the industry where companies are battling fiercely to fill in the seats that need to be occupied to deliver the requirements of their clients. Such fierce talent recruitment competition has

caused companies to aggressively launch human resource (HR) staffing activities in the whole country that is incomparable to any point in the history of manpower search. Just so companies could invite more deserving and fit talents for the jobs available, IBPO companies resorted to measures that were only deemed to be applicable on case to case bases and turned it to become the new norm in the field of HR today – such as lofty referral fees, signing bonuses, mall-based employment kiosks, full-page broadsheet employment ads, massive online recruitment, job fairs, etc. (Peña, 2008, as cited in Hechanova, 2013). Hence, following the law of economics on demand and supply, the new HR trend has created an employee's market, giving them the freedom to shop for jobs that are able to give them better offers. Hence, while it may be argued that a number of theories aim to bring employee turnover to light, Hechanova (2013) used her research as a venue to look at the viewpoint of how low cultural-literacy could be a factor contributing to employee turnover in the IBPO industry.

Ruppel, Sims and Zeidler (2013) worked out that there are approximately 350,000 English-proficient graduating students in the Philippines yearly, who are familiar with American culture and who may have an American accent. On the other hand, prospective employees in India are more familiar with the British culture and more likely to have a British accent and use British phrases (Srovastava, 2010, as cited in Ruppel et al., 2013). As it is found that Americans find the British accent tricky, a call centre in the Philippines may therefore be a better option than a call centre in India.

The impact of human resource (HR) practices in the IBPO industry is interesting to outsourcing organizations as well as the receiving organizations. In Poon and Rowley's study (2010, as cited in Ruppel et al., 2013), an organization based in the United States set up a call centre in the Philippines that provides services for its clients worldwide. Given these cross country business relationships, it is significant to determine whether US-based HR practices are suitable to be applied in the Philippine setting. "Call centre work, as is true of many types of service work, has been classified by researchers as emotional labor" (Townsend, 2007, as cited in Ruppel et al., 2013). Emotional labor can be defined as "the way of normalizing sentiments and expressions for organizational goals" (Grandey, 2000, as cited in Ruppel et al., 2013). The client servicing representative has to gracious in standing for the organization, even though there may be an irritated or infuriated customer who is furious or worried. The practice of "smiling down the phone" (Townsend, 2007, as cited in Ruppel et al., 2013) in spite of personal emotions, can lead to emotional discord in the client servicing representative, resulting in emotional fatigue and stress (Kiffin-Petersen et al., 2011, as cited in Ruppel et al., 2013). Having to pretend to be cheerful and gracious when that is not actually how one feels has been associated with the high turnover rate among call centre employees (Goodwin et al., 2011, as cited in Ruppel et al., 2013).

This is in line with the UN's International Labor Organization's (ILO) study of BPO, which concluded that the top cause of stress, as reported by 46 percent of respondents, was "harassment from irate clients" (Dagcutan, 2010, as cited in

Ruppel et al., 2013). In a fast paced economy where the rate of industrialization is rising, employee stress is a significant HR concern (Deery et al., 2002, as cited in Ruppel et al., 2013). The World Health Organization deems employee stress a worldwide predicament with employees from both developing and newly industrialized countries (NICs) to be at great risk because of hasty development and the fast changing nature of the work setting (Houtman et al., 2007; Bahrami, 2010; Lehtinen, 2010, as cited in Ruppel et al., 2013). The World Health Organization also called for studies to be carried out on work stress in the Asia-Pacific region to better comprehend how national and cultural variations may impact the effects of employee work stress (Houtman et al., 2007, as cited in Ruppel et al., 2013). "Variations in cultural values are not often studied as factors of how people react to stress" (Xie et al., 2008, as cited in Ruppel et al., 2013). In observing the stressful nature of call centre work, it has been found that Philippine call centre employees sleep 0.3 hours less than other employees on a daily basis, 22 percent more are smokers, and 85 percent more resort to alcohol intake after work (Vizcarra, 2011, as cited in Ruppel et al., 2013).

Furthermore, in spite of being paid 53 percent more than other workers of the same age (Vizcarra, 2011, as cited in Ruppel et al., 2013), the very high turnover rate in the Philippines is approximately 30 percent (Vizcarra, 2011, as cited in Ruppel et al., 2013), 50 percent (Colon, 2011, as cited in Ruppel et al., 2013) and 60 to 80 percent (Gonzales, 2010, as cited in Ruppel et al., 2013). The Philippines had

the highest turnover rate amongst five Southeast Asian organizations surveyed by the consulting firm Aon Hewitt (Morales, 2011, as cited in Ruppel et al., 2013).

A call center may be an ideal setting wherein to study stress and determine whether Western theories regarding stress and its impacts may similarly be applicable in Asia. Western research constantly concludes that the physical and emotional effects of unwarranted work stress result in lower levels of job satisfaction and organizational commitment and higher turnover (Schaubroeck et al., 1989; Firth et al., 2004; Siong et al., 2006; Podsakoff et al., 2007, as cited in Ruppel et al., 2013). Although unknown whether the results and conclusions would be consistent for employees from within the Asia-Pacific region, many researchers have called for such studies to be done (Rousseau and Fried, 2001; Tsui, 2004; Budhwar and Debrah, 2009, as cited in Ruppel et al., 2013). "Research schema were dictated by theories developed for Anglo-American contexts that were not adapted to local settings" (Meyer, 2006; Rousseau and Fried, 2001; Tsui, 2004, as cited in Ruppel et al., 2013). Therefore the study was planned and devised to test the physical and emotional impacts of work stress on employee attitudes, with respondents who were employees of a call centre run by a Western country and located in the Philippines. This provided an opportunity for the Western-based organization to examine whether their HR theories regarding stress and its impacts, is applicable to the work environment in the Philippines, the country to which they outsourced the work.

Synthesis of the Reviewed Literature and Studies

IBPO companies offer opportunities and challenges for the workforce in the Philippines, where there is a high level of unemployment and a weak economy. The IBPO industry offers the opportunity for Filipino workers to be able to provide for their families. On the other hand, the nature of their work schedule will isolate employees from their families and social circle – a significant basis of tension because the Filipino culture is family-oriented and collectivist in nature.

A few of these effects can be cushioned by developing the cross-cultural literacy of the workforce in order to encourage improved work sustainability. Employee development, training sessions and well-being programs are a way of providing employees with the resources to handle the stresses of the job. IBPO companies in the Philippines need to tackle and deal with the challenges that its work schedule brings to the cultural norms and values of its employees, or they may continue to be seen as a revolving door.

Studies suggest that organization commitment may be a partial mediator in the relationship between job satisfaction and high turnover, and that the relationship between stress and organizational commitment may even be fully mediated by job satisfaction. Employee stress and its affects have been extensively researched in the West, leading to practical recommendations that help to reduce employee suffering and increase the organizations' efficiency and effectiveness.

Chapter 3

RESEARCH METHODOLOGY

This chapter discusses the design and procedures carried out for this specific endeavor. It outlines the research methodology used in the process of collecting data, analyzing and interpreting the results to answer the problems of the study that the researcher sought to understand further. The discussion centers on the following: research method, population, sample size, and sampling technique, research instrument, data gathering procedures, and statistical treatment of data.

Research Method

This study used the quantitative type of research. Quantitatively, as Baac (2012) explained, in this type of research, the researcher explored variable relationships through the use of numerical data that came from the survey instruments that were collected in the process. In combination, to elaborate more on the phenomenon that the researcher endeavored to explain, the researcher further explained that such methodology would help the researcher more in terms of attempting to make sense of or interpret natural settings by expounding on the results' textual and descriptive narratives instead of numerical data treatment.

The researcher employed the descriptive method of research in order to broadly explore the problems and collect noteworthy information about the impact of the cross-cultural competence of the workers in IBPO companies to their capacity to

sustain in their work environs. Through the survey questionnaires, the researcher used the data gathered in describing, documenting, analyzing and interpreting the results to validate the hypotheses.

As Salvador et al. (2008) additionally explained, descriptive research is utilized when the idea behind the study is to present a realistic and precise methodical narrative. Descriptive research provides the number of times that an observable fact occurs, or frequency, and lends itself to statistical calculations such as finding the average number of occurrences or central tendencies. Descriptive research is also utilized to acquire information regarding the present position of the subjected phenomenon to describe "what exists" with regard to variables or conditions in a circumstance (Key, 1997). This type of research helps supply the data with reference to the subject population but could not be used to describe the "who, what, when, where and how." It is anticipated only to collect information about the existing conditions in this study.

Population, Sample Size and Sampling Technique

The respondents of this study were employees in IBPO companies with bases in the Metro Manila, Philippines, albeit not necessarily the headquarters of the firms involved. They came from a pool of infinitely populated industry with an estimated count of 900,000 employees as of 2014 (Desiderio, 2014). Following the sample size formula for infinite population, where the population is greater than 50,000, the researcher required at least 385 respondents to confirm the validity of the response

within 95 percent confidence level and 5 percent margin of error (Godden, 2004). The respondents were selected using simple random sampling.

Sample Size Calculation

$$SS = \frac{Z^2 \times (p) \times (1 - p)}{c^2} \qquad SS = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2}$$

SS= 384.16 or 385 respondents

SS = Sample Size

Z = Z-value (1.96 for a 95 percent confidence level)

p = Percentage of population picking a choice, expressed as decimal

c = Confidence interval, expressed as decimal (.05 = +/- 5 percentage points)

Description of Respondents

In this study, the 513 respondents were composed of employees in IBPO companies with bases of operations in Metro Manila, Philippines catering to clients based in other countries, practically all over the globe. The respondents, who have mostly identified themselves as Filipinos, were assumed to be ideal to test on how they are able to cope with the work demands environs given the high degree of need for cross-cultural literacy as they cater to foreign-based clients. The respondents came from at least twenty-five (25) identified IBPO companies distributed in different areas of Metro Manila, Philippines. Cities covered by the survey where IBPO companies' offices are located are Makati, Manila, Pasig, Quezon City, Las Pinas, Muntinlupa, Valenzuela, and Mandaluyong.

Of the identified companies, respondent distributions were: Aegis (1), CVC (1), Emerson (1), Felix (1), Infosys (1), SAI (1), Startek (1), Accenture (2), Teleperformance (2), VXI Global (2), 24/7 (3), IBM (3), EXL (4), Genpact (6), IBEX (6), Teletech (6), AIG (7), Concentrix (7), Sitel (7), Capital One (10), Sykes (14), Us Auto Parts (19), Telus (27), Convergys (36), EGS (55) and unidentified or respondents opted not to name the company they are affiliated with (290).

With regard to the respondents' nationalities, Table 1 shows the frequency and percentage distribution of the respondents when grouped according to nationality.

Table 1

Frequency and Percentage Distribution of the Respondents According to Nationality

Nationality	Frequency	Percentage
Filipino	504	98.25
No Response	9	1.75
Total	513	100.00

As shown in the table, 504 (98.25%) respondents indicated that they are Filipinos while 9 (1.75%) of the respondents chose to keep their information about their nationality private. Given that 1.75% is negligible, the assertion stated in the scope and delimitations of this study found in Chapter 1 is justified when saying that this study focused more on Filipino employees to understand better how deep their cross-cultural literacy is, which affects how they fare in a multicultural work setting.

The distributions of respondents as shown above having Filipino workers in the IBPO industry as the key respondents for this endeavor is in line with the goal of

understanding the richness of the cross-cultural literacy of the employee-respondents and answer the main problem that this sought to explain.

Research Instrument

The survey instrument used in the study was adapted from the survey questionnaire used by Delgado (2000) for the satisfaction questions combined with Dean's (2007) questions related to cross-cultural literacy, where the researcher revised some of the questions to go well with the present study. The survey used is a questionnaire that has five parts, with the second to fourth parts consisting mostly of seven point scale Likert-type questions that ranged from 1, defined as "strongly disagree," to 7, defined as "strongly agree". Likewise, the level of agreement is also equated with the respondents' level of satisfaction on items where questions lead them to agree or disagree with what they are satisfied or dissatisfied with, respectively, such as: 1 - "Strongly Disagree" for "Completely Dissatisfied," 2 - "Disagree" for "Mostly Dissatisfied," 3 - "Somewhat Disagree" for "Somewhat Dissatisfied," 4 - "Neither Agree Or Disagree," for "Neither Satisfied Or Dissatisfied," 5 - "Somewhat Agree," for "Somewhat Satisfied," 6 - "Agree" for "Mostly Satisfied," 7 - "Strongly Agree" for "Completely Satisfied."

The first part dealt with the profile of the respondents capturing key demographic information about the participants such as the name of the company (optional), nationality, position, age, gender, civil status, highest level of educational attainment; and additionally, qualifying the respondent based on the number of years working in an IBPO organization.

The second part was designed to illicit information related to the respondents' evaluation on the cross-cultural literacy trainings of the IBPO companies where they are currently affiliated with. The researcher believed that the answers of the respondents provided for the questions in this part enabled him to understand the current employee trainings implemented in the involved IBPO companies that relate to the development of the cross-cultural literacy of their employees.

The third part of the questionnaire enabled the researcher to gather the respondents' self-evaluation on their level of satisfaction working in IBPO companies. Through this part, the researcher found out the sentiments of the respondents in terms of how the companies they are affiliated with are taking care of them as significant components towards achieving organizational vision, mission, and objectives.

The fourth part dealt with the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies. Through the questions in this part, the researcher was able to gather the relevance of the effects of the respondents' cross-cultural competence to their willingness to stay in the companies where they are affiliated with; thereby commanding work sustainability.

Lastly, the fifth part dealt with the challenges encountered by the respondents in working in an IBPO organization when dealing with clients coming from other

cultures. The last part provided five key problem areas identified by Behfar, Kern & Brett's (2006) in their study "Managing challenges in multicultural teams."

The questionnaire was initially presented to the researcher's adviser and panel of evaluators for their comments, suggestions, review and evaluation. Suggestions and comments were then applied in the final questionnaire. To establish the validity and applicability of the questionnaire the researcher conducted a dry-run which were evaluated by experts who are not included in the scope or area covered in the study.

Data Gathering Procedure

The respondents were approached by the data collectors who separated themselves into two teams to cover the cities of Makati, Manila, Pasig, Quezon City, Las Pinas, Muntinlupa, Valenzuela, and Mandaluyong as described in the respondents' description part. The data collectors approached respondents in the smoking areas, convenience stores, fast-food restaurants and entrance and lobbies of the office buildings where IBPO companies are located. After collecting 513 responses, the data collectors tallied the data in an SPSS-ready format Microsoft Excel file.

When the survey collection process was already completed, the survey data were statistically processed using the SPSS for Windows 20.0 statistical software package for analysis. The Likert-type scale responses provided an ample measure of the participants' cultural intelligence. The survey factors were developed, adopted, and grounded from a wide-ranging literature review as discussed in chapter 2.

Statistical Treatment of Data

As mentioned, this study adopted descriptive and inferential statistics in analyzing the gathered data in order to achieve the research objectives. For descriptive statistics, frequency and percentage distribution were used to measure and describe the profile of the respondents with regard to their nationalities, positions, ages, gender, civil status, highest level of educational attainments, and the number of years working in an international business process outsourcing organization.

Mean rating scales were adopted and the concept of normal distribution of scores, that is, the bulk of the values are in the middle and only few high and low values appear in a set of data (Levine et al., 2012) were used in describing the respondent profiles. Moreover, midpoints were used as the lower class limits of the next levels, derived by getting the average of the first and second scales (Linn & Gronlund, 2000; Salvia et al., 2007).

SPSS version 20.0 was utilized to analyze the descriptive statistics particularly mean and frequencies, paired sample t-test, and ANOVA for the collected data. Responses with missing values were disqualified from the analysis.

The percentage of the items was calculated by dividing it by the sample total number of respondents who participated in the survey. The method used is as follows:

$$\% = (f) / (n)$$

Where:

%=percentage

F = frequency

N = number of cases or total sample

Ranking was also used in this work for comparative purposes and for understanding the degree of relevance of the common challenges given as choices in the last part of the instrument. Ranking methodology is a descriptive measure used to explain the phenomena through the numerical data on top of percentage analysis.

Weighted mean was another statistical technique used by the researcher. This technique helped determine the mean of the answers based on the various choices laid out in several parts of the questionnaire. Computation used the following formula:

$$X = \frac{\sum fx}{N}$$

Where:

X = weighted mean

$\sum fx$ =the sum of all the products of f and x

F = the frequency of each weight

X = the weight of each operation

n = total number of respondents

T-test was also used to establish the significant difference between two means of independent samples, specifically used with analyzing the mean scores of respondents in relation to gender.

One-way Analysis of Variance (ANOVA), also known as F-test, was used to find out the significant difference among the viewpoints of the respondents. The analysis of variance (ANOVA) is a technique for separating the variations observed into different parts, with each part conveyable to a recognized source, factor or cause. The ANOVA was developed by R.A. Fisher and reported in 1923. The method was used to test the significance of the difference between two or more means obtained from independent samples. The one way F-test factor ANOVA was used because there was only one factor being studied as an independent variable.

<div align="center">ANOVA Formulas</div>

Column 2

$$SS_{bet} = \sum \frac{(\sum X_{Ai})^2}{n_{Ai}} - \frac{(\sum X_i)^2}{N}$$

$$SS_{tot} = \sum X_i^2 - \frac{(\sum X_i)^2}{N}$$

$$SS_{wit} = SS_{tot} - SS_{bet}$$

Column 3

$$DF_{bet} = c - 1$$

$$DF_{wit} = N - c$$

$$DF_{tot} = N - 1$$

Column 4

$$MSS_{bet} = \frac{SS_{bet}}{DF_{bet}}$$

$$MSS_{wit} = \frac{SS_{wit}}{DF_{wit}}$$

Column 5

$$F_C = \frac{MSS_{bet}}{MSS_{wit}}$$

Where:

x = observed value

I = individual observation of cell

A = the given factor or category

N = total samples

n = number of samples in a particular category

c = number of categories

After computing the F-test ratio value, the decision whether to accept or reject the stated null hypothesis was based on the decision rule below:

"Reject hypothesis if the computed value is greater than the tabular value, accept if otherwise".

Chapter 4

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter is about presentation, analysis and interpretation of the data gathered in relation to the problems that the researcher sought to find answers for. The treated data that came from the survey instruments collected were presented in tabular form and arranged based on the progression of problems as outlined in the statement of problem.

1. Profile of the Respondents

    1.1 According to Position

Table 2

**Frequency and Percentage Distribution of the Respondents
According to Position**

Position	Frequency	Percentage
Top Management	8	1.56
Middle Management	52	10.14
First Line Management	142	27.68
Front Line/ Back Office Staff	311	60.62
Total	513	100.00

Table 2 shows the frequency and percentage distribution of the respondents when grouped according to their position in the organization. As shown, the majority of the respondents are front line or back office staff comprising of 311 (60.62%) of the 513 total respondents, followed by 142 or (27.68%) first line managers, 52 (10.14%) middle managers, and 8 (1.56%) top level managers.

As shown in the spread of respondents in this study, analyzing it in terms of filled positions in an organizational structure, it is characterized by the usual pyramid where the rank and file represents the majority and the numbers keep going down as the position keeps going up. The above composition is closely identical to a centralized organization, which Florescu et al. (2012) explained as one that could be a source of efficiency and experts' creator and lead to an organization with optimized efficiency and effectiveness when appropriately mixed with a decentralized one.

1.2 According to Age

Table 3

Frequency and Percentage Distribution of the Respondents According to Age

Age	Frequency	Percentage
30 years old and below	314	61.21
31-40 years old	140	27.29
41-50 years old	49	9.55
51-60 years old	6	1.17
61 years old and above	3	0.58
No Response	1	0.19
Total	513	100.00

Table 3 shows the frequency and percentage distribution of the respondents when grouped according to age. As presented, of the total 513 respondents, 314 (61.21%) majority are those from 30 years old and below, 140 (27.29%) are within 31 to 40 years old, 49 (9.55%) are within 41 to 50 years old, 5 (1.17%) are within 51 to 60 years old, 3 (0.58%) are from 61 years old and above, and 1 (0.19%) did not

choose to divulge his/her age. Hence, it could be inferred that the IBPO industry is one where the majority of its employees are from the younger sector of our society.

This result is reflective of Greenlees' (2006, as cited in Hechanova, 2013) assertion in his study that with the IBPO industry having numerous existing companies that are able to compensate very well and enabling itself to have a fashioned a new category of somewhat economically comfortable, self-sufficient young Filipinos, young talents are strongly attracted by the promising economic well-being it offers.

1.3   According to Gender

Table 4 shows the frequency and percentage distribution of respondents when grouped according to gender. A little over half were females with a frequency of 282 (54.97%) while the males represented 231 (45.03%) of the total 531 respondents.

Table 4

Frequency and Percentage Distribution of the Respondents According to Gender

Gender	Frequency	Percentage
Male	231	45.03
Female	282	54.97
Total	513	100.00

The representation of both genders as shown above where the numbers of male and female respondents are almost meeting halfway suggests that gender equality in terms of work opportunity is present in the IBPO atmosphere (Metcalfe and Afanassieva, 2005; Woodhams and Lupton, 2006).

1.4   According to Civil Status

Table 5

**Frequency and Percentage Distribution of the Respondents
According to Civil Status**

Civil Status	Frequency	Percentage
Single	339	66.08
Married	163	31.77
Legally Separated	6	1.17
Widow/er	3	0.58
No Response	2	0.39
Total	513	100.00

Table 5 shows the frequency and percentage distribution of the respondents when grouped according to their civil status. The majority of the respondents are single (339 or 66.08%), followed by married (163 or 31.77%), then followed by legally separated (6 or 1.17%), then by widow/ers (3 or 0.58%), and an insignificant number of respondents (2 or 0.39%) chose to skip the question.

Based on the above representation, we could infer that that the IBPO industry is one that is dominated by single employees, which theoretically could be linked to the representation spread of the respondents in terms of age.

1.5   According to Highest Educational Attainment

Table 6 exhibits the frequency and percentage distribution of the respondents according to highest level of educational attainment.

Table 6

**Frequency and Percentage Distribution of the Respondents
According to Highest Level of Educational Attainment**

Highest Educational Attainment	Frequency	Percentage
High School	53	10.33
Vocational	41	7.99
Bachelor's Degree	349	68.03
Graduate School	19	3.70
Others (pls. specify)	50	9.75
No Response	1	0.19
Total	513	100.00

Table 6 displays the frequency and percentage distribution of the respondents when grouped according to their highest educational attainment. As shown, of the 513 respondents, a number of the respondents have bachelor's degree (349 or 68.03%), followed by high school graduates (53 or 10.33%), followed by those who responded others (50 or 9.75%), then followed by those with vocational courses (41 or 7.99%), then by those who went to graduate school (19 or 3.70%), and 1 (0.19%) without response.

Being an industry that caters to a market that largely uses English as its means of business communications, it is perceptible that the pool of talents for IBPO companies mostly comes from the college graduate sector. While the Philippines' mother tongue is Tagalog, the country's education system uses English as a standard medium of instruction in all levels. Hence, it is expected that by the college level, the future workforce would already have a good command in English, making them rightly fit to take on jobs in the IBPO sector.

1.6 According to Average Monthly Income

Table 7

**Frequency and Percentage Distribution of the Respondents
According to Average Monthly Income**

Average Monthly Income	Frequency	Percentage
20,000.00 or less	268	52.24
20,001.00-40,000.00	199	38.79
40,001.00-60,000	39	7.60
60,001 or more	7	1.36
Total	513	100.00

Table 7 presents the frequency and percentage distribution of respondents according to their Average Monthly Income. The majority of respondents (268 or 52.24%) earn an average income of P20,000 or less monthly, followed by those earning P20,001 to P40,000 monthly (199 or 38.79%). Those earning P40,001 to P60,000 monthly (39 or 7.6%) are followed by those who earn P60,0001 or more monthly (7 or 1.36%).

While the distribution of respondents in terms of income for those who earn an average of P20,000 or less monthly was vague, it could be inferred that the figures would not go below $300 or P13,200.00 per month or P586.00 per day based on a 22.5 working days per month (Kittleson and Carpo Consulting, 2015). Given this figure at the minimum, it shows that it is still above the minimum wage rate of P481.00 per day as required by law (National Wages and Productivity Commission, 2015). Hence, following the numerical figures, the attractiveness of the industry is justified for having above minimum wage even for those who are just starting.

1.7 According to Number of Years Working in an IBPO Company

Table 8

Frequency and Percentage Distribution of the Respondents According to Number of Years Working in an IBPO Company

How long have you been in the international business process outsourcing industry?	Frequency	Percentage
Less than 1 year	141	27.49
1 to 3 years	203	39.57
4 to 6 years	119	23.20
7 to 9 years	36	7.02
10 years or more	13	2.53
No Response	1	0.19
Total	513	100.00

Table 8 shows the frequency and percentage distribution of the respondents according to their number of years working in an IBPO company. As shown, the majority of respondents (203 or 39.57%) work in an IBPO company for 1 to 3 years, followed by those who work in an IBPO company for less than 1 year (141 or 27.49%), then by those who work in an IBPO company for 4 to 6 years (119 or 23.2%), those working in an IBPO company for 7 to 9 years (36 or 7.02%), those working in an IBPO company for 10 or more years (13 or 2.53%) and 1(0.19%) did not respond.

The data above help justify the attractiveness of the IBPO industry to the Philippines' young labor sector for being one that offers an above minimum wage rate. However, it could also be a negative indication in terms of work sustainability. As shown, about 90% of the population is with the industry from a range of 6 years and below. This figure gives us an idea of how young the respondents are in terms of their exposure to the industry and is indicative of an employee retention problem that needs to be addressed. The youngness in terms of industry exposure of the great majority of the respondents does not go in coherence with the concept of work sustainability where it should show that there is likelihood for the players to stay long in the industry due to their strong interest to stay (Kliksberg, 2008, as cited in Santos et al., 2013).

Hence, this particular profiling of the respondents that is related to their length of service in the IBPO industry is vital to understand their various possible reasons for withdrawing from the same.

2. Respondents' Assessment on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they were Grouped According to Profile

2.1 According to Position

Table 9 shows the weighted mean and verbal interpretation of the respondents' evaluation of the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to position.

Table 9

Weighted Mean and Verbal Interpretation of the Evaluation of the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they were Grouped According to Position

IBPO's Cross-Cultural Literacy Training	Position									
	Top Mgt		Middle Mgt		First Line Mgt		Front Line/ Back Office Staff		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
2.1 I have received the necessary amount of training and orientation sessions for me to get to know more about the culture I would be dealing with in my work.	6.50	SA	6.23	A	5.96	A	5.65	A	5.81	A
2.2 The training sessions and orientation have helped me cope with the challenges brought about by cultural differences amongst different stakeholders I deal with.	6.25	A	6.23	A	6.06	A	5.71	A	5.87	A
2.3 I understood very well and appreciated the culture of the different stakeholders I deal with in my work after attending the cultural orientation sessions.	5.63	A	6.10	A	5.99	A	5.69	A	5.81	A
2.4 The training and orientation sessions addressed a lot of important issues related to my job, particularly cultural barriers.	5.88	A	6.12	A	6.03	A	5.66	A	5.81	A
2.5 My company has credible agents for preparing its employees in terms of readying people face cultural differences challenges.	6.25	A	6.29	A	5.96	A	5.73	A	5.86	A
General Weighted Average	6.10	A	6.19	A	6.00	A	5.69	A	5.83	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

It is apparent that regardless of the respondents' positions, everybody agreed that they have received the necessary amount of training and orientation sessions for them to get to know more about the culture they would be dealing with in their work as evidenced by the overall weighted mean of 5.81 (agree). However, it is noticeable that from the top management (6.50 – Strongly Agree), middle management (6.23 - Agree), first line management (5.96- Agree), down to the front line/ back office staff (5.65 - Agree), the degree of agreement with regards to the amount of training they have undergone to get to know more about the culture they would be dealing with in their work is going down. Hence, it could be inferred that the

higher one goes in the organizational ladder, the more training and exposures there is available for the employees in the IBPO sector. This could be because those who are in the higher management are the ones who have more direct interactions with their foreign clients patronizing their services.

Similarly, regardless of the respondents' positions, they all agreed that the training sessions and orientation have helped them cope with the challenges brought about by cultural differences amongst different stakeholders they deal with, as depicted by the overall weighted mean of 5.87, and specifically, the top management (6.25 –Agree), middle management (6.23 - Agree), first line management (6.06- Agree), down to the front line/ back office staff (5.71 - Agree).

The respondents also all agreed that they understood very well and appreciated the culture of the different stakeholders they deal with in their work after attending the cultural orientation sessions, with an overall weighted mean of 5.81, with the top management (5.63 –Agree), middle management (6.10 - Agree), first line management (5.99- Agree), and the front line/ back office staff (5.69 - Agree) respectively agreeing.

The respondents also agreed that the training and orientation sessions addressed a lot of important issues related to their job, particularly cultural barriers, with an overall weighted mean of 5.81, and in particular, top management (5.88 – Agree), middle management (6.12 - Agree), first line management (6.03- Agree), and the front line/ back office staff (5.66 - Agree) respectively.

The respondents, with an overall weighted mean of 5.86 - Agree, 6.25 for top management, 6.29 for middle management, 5.96 for first list management and 5.73

for front line/ back office staff respectively, agreed that their company has credible agents for preparing its employees in terms of readying people to face cultural differences challenges.

2.2 According to Age

Table 10

Weighted Mean and Verbal Interpretation of the Evaluation on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Age

IBPO's Cross-Cultural Literacy Training	Age											
	30 Y.O. <=		31-40 Y.O.		41-50 Y.O.		51-60 Y.O.		61 Y.O. >=		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
2.1 I have received the necessary amount of training and orientation sessions for me to get to know more about the culture I would be dealing with in my work.	5.75	A	5.84	A	5.98	A	5.67	A	7.00	SA	5.81	A
2.2 The training sessions and orientation have helped me cope with the challenges brought about by cultural differences amongst different stakeholders I deal with.	5.86	A	5.91	A	5.84	A	5.50	A	6.33	A	5.87	A
2.3 I understood very well and appreciated the culture of the different stakeholders I deal with in my work after attending the cultural orientation sessions.	5.82	A	5.89	A	5.71	A	5.50	A	4.67	SWA	5.81	A
2.4 The training and orientation sessions addressed a lot of important issues related to my job, particularly cultural barriers.	5.76	A	5.85	A	6.08	A	5.50	A	5.67	A	5.81	A
2.5 My company has credible agents for preparing its employees in terms of readying people face cultural differences challenges.	5.84	A	5.90	A	5.84	A	6.17	A	6.67	SA	5.87	A
General Weighted Average	5.81	A	5.88	A	5.89	A	5.67	A	6.07	A	5.83	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Table 10 shows the weighted mean and verbal interpretation of the respondents' evaluation on the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to age.

It is apparent that regardless of the respondents' age group, the respondents agreed overall with the statements, with an overall general weighted average of 5.83, and specifically, with weighted means of 5.81 for 30 years old and below, 5.88 for 31 to 40 years old, 5.89 for 41 to 50 years old, 5.67 for 51 to 50 years old and 6.07 for 61 years old and above.

Regardless of age group, the respondents agreed (with 61 year olds and above Strongly Agreeing) that they have received the necessary amount of training and orientation sessions for them to get to know more about the culture they would be dealing with in their work, with an overall weighted mean of 5.81, and weighted means of 5.75 for 30 year olds and below, 5.84 for 31 to 40 year olds, 5.98 for 41 to 50 year olds, 5.67 for 51 to 50 year olds. The respondents aged 61 years old and above Strongly Agreed with a weighted mean of 7.0.

The respondents agreed that the training sessions and orientation have helped them cope with the challenges brought about by cultural differences amongst different stakeholders they deal with, with an overall weighted mean of 5.87, and weighted means of 5.86 for 30 year olds and below, 5.91 for 31 to 40 year olds, 5.84 for 41 to 50 year olds, 5.5 for 51 to 50 year olds, and 6.33 for 61 year olds and above.

The respondents agreed (with 61 year olds and above somewhat agreeing) that they understood very well and appreciated the culture of the different stakeholders they deal with in their work after attending the cultural orientation sessions, with an overall weighted mean of 5.81, and weighted means of 5.82 for 30

year olds and below, 5.89 for 31 to 40 year olds, 5.71 for 41 to 50 year olds, 5.5 for 51 to 50 year olds. The respondents aged 61 year olds and above Somewhat Agreed with a weighted mean of 4.67.

The respondents also agreed that the training and orientation sessions addressed a lot of important issues related to their job, particularly cultural barriers, with an overall weighted mean of 5.81, and with weighted means of 5.76 for 30 year olds and below, 5.85 for 31 to 40 year olds, 6.08 for 41 to 50 year olds, 5.50 for 51 to 50 year olds, and 5.67 for 61 year olds and above.

The respondents agreed (with those aged 61 year old and above strongly agreeing) that their company has credible agents for preparing its employees in terms of readying people to face cultural differences challenges, with an overall weighted mean of 5.87. The weighted mean for 30 year olds and below was 5.84, 5.90 for 31 to 40 year olds, 5.84 for 41 to 50 year olds, 6.17 for 51 to 50 year olds, and 6.67 (Strongly Agree) for 61 year olds and above.

2.3 According to Gender

Table 11 shows the weighted mean and verbal interpretation of the respondents' evaluation on the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to gender. Overall, both male and female respondents agreed on the Cross-Cultural Literacy Training of the IBPO Companies where they are currently affiliated with, with the same general weighted mean of 5.83.

Table 11

Weighted Mean and Verbal Interpretation of the Evaluation on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Gender

IBPO's Cross-Cultural Literacy Training	Gender					
	Male		Female		Overall	
	WM	VI	WM	VI	WM	VI
2.1 I have received the necessary amount of training and orientation sessions for me to get to know more about the culture I would be dealing with in my work.	5.79	A	5.82	A	5.81	A
2.2 The training sessions and orientation have helped me cope with the challenges brought about by cultural differences amongst different stakeholders I deal with.	5.85	A	5.88	A	5.87	A
2.3 I understood very well and appreciated the culture of the different stakeholders I deal with in my work after attending the cultural orientation sessions.	5.86	A	5.78	A	5.81	A
2.4 The training and orientation sessions addressed a lot of important issues related to my job, particularly cultural barriers.	5.76	A	5.86	A	5.81	A
2.5 My company has credible agents for preparing its employees in terms of readying people face cultural differences challenges.	5.91	A	5.82	A	5.86	A
General Weighted Average	5.83	A	5.83	A	5.83	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Specifically, the respondents agreed that they have received the necessary amount of training and orientation sessions for them to get to know more about the culture they would be dealing with in their work, with a weighted mean of 5.79 for males and 5.82 for female respondents.

Similarly, the respondents agreed that the training sessions and orientation have helped them cope with the challenges brought about by cultural differences amongst different stakeholders they deal with, with a weighted mean of 5.85 for males and 5.88 for female respondents.

Again, the respondents agreed that they understood very well and appreciated the culture of the different stakeholders they deal with in their work after attending

the cultural orientation sessions, with a weighted mean of 5.86 for males and 5.78 for female respondents.

They also agreed that the training and orientation sessions addressed a lot of important issues related to their job, particularly cultural barriers, with a weighted mean of 5.76 for males and 5.86 for female respondents.

Both male and female respondents, with weighted means of 5.91 and 5.82, respectively agreed that their company has credible agents for preparing its employees in terms of readying people to face cultural differences challenges.

2.4 According to Civil Status

Table 12 displays the weighted mean and verbal interpretation of the respondents' evaluation on the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to civil status.

Regardless of civil status, the respondents agreed (with widow/ers somewhat agreeing) on the Cross-Cultural Literacy Training of the IBPO Companies where they are currently affiliated with, with the overall general weighted mean of 5.83, and the respective general weighted average of 5.76 for Single, 6.0 for Married, 5.63 for Legally Separated and Somewhat Agree - 5.4 for Widow/ers.

Specifically, the respondents agreed that they have received the necessary amount of training and orientation sessions for them to get to know more about the culture they would be dealing with in their work, with an overall weighted mean of 5.8, and 5.7 for singles, 6.02 for married, 5.67 for legally separated and 6.0 for widow/ers.

Table 12

Weighted Mean and Verbal Interpretation of the Evaluation on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Civil Status

IBPO's Cross-Cultural Literacy Training	Civil Status									
	Single		Married		Legally Separated		Widow/er		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
2.1 I have received the necessary amount of training and orientation sessions for me to get to know more about the culture I would be dealing with in my work.	5.70	A	6.02	A	5.67	A	6.00	A	5.80	A
2.2 The training sessions and orientation have helped me cope with the challenges brought about by cultural differences amongst different stakeholders I deal with.	5.78	A	6.06	A	5.67	A	5.33	SWA	5.87	A
2.3 I understood very well and appreciated the culture of the different stakeholders I deal with in my work after attending the cultural orientation sessions.	5.75	A	5.98	A	6.00	A	5.00	SWA	5.82	A
2.4 The training and orientation sessions addressed a lot of important issues related to my job, particularly cultural barriers.	5.75	A	5.97	A	5.67	A	5.00	SWA	5.81	A
2.5 My company has credible agents for preparing its employees in terms of readying people face cultural differences challenges.	5.81	A	5.99	A	5.17	SWA	5.67	A	5.86	A
General Weighted Average	5.76	A	6.00	A	5.63	A	5.40	SWA	5.83	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

The respondents agreed (with widow/ers somewhat agreeing) that the training sessions and orientation have helped them cope with the challenges brought about by cultural differences amongst different stakeholders they deal with, with an overall weighted mean of 5.87, and with a weighted mean of 5.78 for singles, 6.06 for married, 5.67 for legally separated and somewhat agree - 5.33 for widow/ers.

The respondents agreed (with widow/ers somewhat agreeing) that they understood very well and appreciated the culture of the different stakeholders they deal with in their work after attending the cultural orientation sessions, with an overall weighted mean of 5.82, and a weighted mean of 5.75 for singles, 5.98 for married, 6.0 for legally separated, and (somewhat agree - 5.0) for widow/ers.

The respondents also agreed (with widow/ers somewhat agreeing) that the training and orientation sessions addressed a lot of important issues related to their job, particularly cultural barriers, with an overall weighted mean of 5.81, and a weighted mean of 5.75 for singles, 5.97 for married, 5.67 for legally separated, and (somewhat agree - 5.0) for widow/ers.

The respondents agreed (with legally separated respondents somewhat agreeing) that their company has credible agents for preparing its employees in terms of readying people to face cultural differences challenges, with an overall weighted mean of 5.86, and a weighted mean of 5.81 for singles, 5.99 for married, (5.17 – somewhat agree) for legally separated, and (agree - 5.67) for widow/ers.

2.5 According to Highest Educational Attainment

Table 13 shows the weighted mean and verbal interpretation of the respondents' evaluation on the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to highest educational attainment.

It is apparent that regardless of the respondents' level of highest educational attainment, the majority of respondents agreed overall with on the Cross-Cultural Literacy Training of the IBPO Companies where they are currently affiliated with, with an overall general weighted average of 5.83. The respondents whose highest level of educational attainment is high school somewhat agreed, with a general weighted average of 5.44. The respondents whose highest level of educational attainment is vocational agreed, with a general weighted average of 5.72, bachelor degree holders agreed with 5.9, graduate school with 5.74 and others agreed with 5.92.

Table 13

Weighted Mean and Verbal Interpretation of the Evaluation on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Highest Educational Attainment

IBPO's Cross-Cultural Literacy Training	Highest Educational Attainment											
	High School		Vocational		Bachelor's Degree		Graduate School		Others (pls. specify)		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
2.1 I have received the necessary amount of training and orientation sessions for me to get to know more about the culture I would be dealing with in my work.	5.36	SWA	5.71	A	5.91	A	5.42	SWA	5.82	A	5.81	A
2.2 The training sessions and orientation have helped me cope with the challenges brought about by cultural differences amongst different stakeholders I deal with.	5.55	A	5.83	A	5.91	A	5.84	A	5.96	A	5.87	A
2.3 I understood very well and appreciated the culture of the different stakeholders I deal with in my work after attending the cultural orientation sessions.	5.25	SWA	5.68	A	5.90	A	5.84	A	5.90	A	5.81	A
2.4 The training and orientation sessions addressed a lot of important issues related to my job, particularly cultural barriers.	5.45	SWA	5.56	A	5.91	A	5.74	A	5.78	A	5.81	A
2.5 My company has credible agents for preparing its employees in terms of readying people face cultural differences challenges.	5.58	A	5.80	A	5.87	A	5.84	A	6.12	A	5.86	A
General Weighted Average	5.44	SWA	5.72	A	5.90	A	5.74	A	5.92	A	5.83	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Specifically, the respondents agreed that they have received the necessary amount of training and orientation sessions for them to get to know more about the culture they would be dealing with in their work, with an overall weighted mean of 5.81. The respondents whose highest level of educational attainment is high school somewhat agreed, with a general weighted average of 5.36, along with the respondents from graduate school with 5.42. The respondents whose highest level of educational attainment is vocational agreed, with a weighted mean of 5.71, bachelor's degree holders with 5.91, and others with 5.82.

The respondents agreed that the training sessions and orientation have helped them cope with the challenges brought about by cultural differences amongst different stakeholders they deal with, with an overall weighted mean of 5.87, with high school leavers agreeing with 5.55, vocational with 5.83, bachelor degree holders with 5.91, graduate schoolers with 5.84 and others with 5.96.

The respondents agreed (with high school leavers somewhat agreeing) that they understood very well and appreciated the culture of the different stakeholders they deal with in their work after attending the cultural orientation sessions, with an overall weighted mean of 5.81. The high schoolers somewhat agreed with 5.25, vocational agreed with 5.68, bachelor degree holders with 5.9, graduate school with 5.84 and others with 5.9,

The respondents also agreed (with high schoolers somewhat agreeing) that the training and orientation sessions addressed a lot of important issues related to their job, particularly cultural barriers, with an overall weighted mean of 5.81. The high schoolers somewhat agreed with a weighted mean of 5.45, and the rest agreed with weighted means of 5.56 vocational, 5.91 bachelors degree, 5.74 graduate school and 5.78 others.

Regardless of level of educational attainment, the respondents agreed that their company has credible agents for preparing its employees in terms of readying people to face cultural differences challenges, with an overall weighted mean of 5.86, and respective weighted means of 5.58 for high school, 5.8 for vocational, 5.87 for bachelor's degree, 5.84 for graduate school and 6.12 for others.

2.6 According to Average Monthly Income

Table 14 shows the weighted mean and verbal interpretation of the respondents' evaluation on the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to Average Monthly Income.

Table 14

Weighted Mean and Verbal Interpretation of the Evaluation on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Average Monthly Income

IBPO's Cross-Cultural Literacy Training	Average Monthly Income									
	20,000 or less		20,001-40,000		40,001-60,000		60,001 or more		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
2.1 I have received the necessary amount of training and orientation sessions for me to get to know more about the culture I would be dealing with in my work.	5.61	A	5.96	A	6.26	A	6.57	SA	5.81	A
2.2 The training sessions and orientation have helped me cope with the challenges brought about by cultural differences amongst different stakeholders I deal with.	5.68	A	6.03	A	6.26	A	6.29	A	5.87	A
2.3 I understood very well and appreciated the culture of the different stakeholders I deal with in my work after attending the cultural orientation sessions.	5.65	A	5.98	A	6.05	A	6.14	A	5.81	A
2.4 The training and orientation sessions addressed a lot of important issues related to my job, particularly cultural barriers.	5.60	A	6.01	A	6.23	A	6.00	A	5.81	A
2.5 My company has credible agents for preparing its employees in terms of readying people face cultural differences challenges.	5.70	A	5.95	A	6.36	A	6.57	SA	5.86	A
General Weighted Average	5.65	A	5.99	A	6.23	A	6.31	A	5.83	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Regardless of the respondents' Average Monthly Income, the majority of respondents agreed overall on the Cross-Cultural Literacy Training of the IBPO Companies where they are currently affiliated with, with an overall general weighted

average of 5.83, and weighted averages of 5.65 for those earning an average income of P20,000 or less monthly, 5.99 for those earning P20,001 to P40,000 monthly, 6.23 for those earning P40,001 to P60,000 monthly and 6.31 for those who earn P60,0001 or more monthly.

In particular, the respondents agreed (with those earning P60,0001 or more strongly agreeing) that they have received the necessary amount of training and orientation sessions for them to get to know more about the culture they would be dealing with in their work, with an overall weighted mean of 5.81, and weighted means of 5.61 for those earning an average income of P20,000 or less monthly, 5.96 for those earning P20,001 to P40,000 monthly, 6.26 for those earning P40,001 to P60,000 monthly and 6.57 (Strongly Agree) for those who earn P60,0001 or more monthly.

The respondents agreed that the training sessions and orientation have helped them cope with the challenges brought about by cultural differences amongst different stakeholders they deal with, with an overall weighted mean of 5.87 and weighted means of 5.68 for those earning an average income of P20,000 or less monthly, 6.03 for those earning P20,001 to P40,000 monthly, 6.26 for those earning P40,001 to P60,000 monthly and 6.29 for those who earn P60,0001 or more monthly.

The respondents agreed that they understood very well and appreciated the culture of the different stakeholders they deal with in their work after attending the cultural orientation sessions, with an overall weighted mean of 5.81 and weighted

means of 5.65 for those earning an average income of P20,000 or less monthly, 5.98 for those earning P20,001 to P40,000 monthly, 6.05 for those earning P40,001 to P60,000 monthly and 6.14 for those who earn P60,0001 or more monthly.

The respondents also agreed that the training and orientation sessions addressed a lot of important issues related to their job, particularly cultural barriers, with an overall weighted mean of 5.81 and weighted means of 5.6 for those earning an average income of P20,000 or less monthly, 6.01 for those earning P20,001 to P40,000 monthly, 6.23 for those earning P40,001 to P60,000 monthly and 6.0 for those who earn P60,0001 or more monthly.

The respondents agreed (with those earning P60,0001 or more strongly agreeing) that their company has credible agents for preparing its employees in terms of readying people to face cultural differences challenges, with an overall weighted mean of 5.82 and weighted means of 5.70 for those earning an average income of P20,000 or less monthly, 5.95 for those earning P20,001 to P40,000 monthly, 6.36 for those earning P40,001 to P60,000 monthly and 6.57 (strongly agree) for those who earn P60,0001 or more monthly.

2.7 According to the Number of Years Working in an IBPO Company

Table 15 shows the weighted mean and verbal interpretation of the respondents' evaluation on the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to the number of years working in an IBPO company.

Table 15

Weighted Mean and Verbal Interpretation of the Evaluation on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Number of Years Working in an IBPO Company

IBPO's Cross-Cultural Literacy Training	How long have you been in the international business process outsourcing industry?											
	<1Yr		1-3Yrs		4-6Yrs		7-9Yrs		>10Yrs		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
2.1 I have received the necessary amount of training and orientation sessions for me to get to know more about the culture I would be dealing with in my work.	5.60	A	5.82	A	5.86	A	6.06	A	6.85	SA	5.81	A
2.2 The training sessions and orientation have helped me cope with the challenges brought about by cultural differences amongst different stakeholders I deal with.	5.72	A	5.86	A	5.90	A	6.14	A	6.54	SA	5.87	A
2.3 I understood very well and appreciated the culture of the different stakeholders I deal with in my work after attending the cultural orientation sessions.	5.63	A	5.83	A	5.94	A	5.97	A	6.08	A	5.82	A
2.4 The training and orientation sessions addressed a lot of important issues related to my job, particularly cultural barriers.	5.63	A	5.75	A	6.00	A	6.06	A	6.38	A	5.81	A
2.5 My company has credible agents for preparing its employees in terms of readying people face cultural differences challenges.	5.79	A	5.82	A	5.85	A	6.11	A	6.77	SA	5.86	A
General Weighted Average	5.68	A	5.82	A	5.91	A	6.07	A	6.52	SA	5.84	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A** = Agree), 6.51 >= (**SA = Strongly Agree**)

Given the differences in the number of years working in an IBPO company, the majority of respondents agreed overall on the Cross-Cultural Literacy Training of the IBPO Companies where they are currently affiliated with, with an overall general weighted average of 5.84 (Agree), and weighted averages of 5.68 (Agree) for those with less than 1 year experience in the industry, 5.82 (Agree) for 1-3 years work, 5.91 (Agree) for 4-6 years work in the IBPO, 6.07 (Agree) for 7-9 years work in the

IBPO and 6.52 (Strongly Agree) for those with 10 years or more experience in the industry.

The respondents particularly agreed (with those having more than 10 years experience in the industry strongly agreeing) that they have received the necessary amount of training and orientation sessions for them to get to know more about the culture they would be dealing with in their work, with an overall weighted mean of 5.81 (Agree), and weighted means of 5.60 (Agree) for those with less than 1 year experience in the industry, 5.82 (Agree) for those with 1-3 years, 5.86 (Agree) for those with 4-6 years experience,6.06 (Strongly Agree) for those with 7-9 years experience and 6.85 (Strongly Agree) for those who have more than 10 years experience in the IBPO industry.

The respondents agreed that the training sessions and orientation have helped them cope with the challenges brought about by cultural differences amongst different stakeholders they deal with, with an overall weighted mean of 5.87 (Agree) and weighted means of 5.72 (Agree) for those with less than 1 year experience in the industry, 5.86 (Agree) for those with 1-3 years, 5.90 (Agree) for those with 4-6 years experience,6.14 (Agree) for those with 7-9 years experience and 6.54 (Strongly Agree) for those who have more than 10 years experience in the industry.

The respondents agreed that they understood very well and appreciated the culture of the different stakeholders they deal with in their work after attending the cultural orientation sessions, with an overall weighted mean of 5.82 (Agree) and weighted means of 5.63 (Agree) for those with less than 1 year experience in the

industry, 5.83 (Agree) for those with 1-3 years, 5.94 (Agree) for those with 4-6 years experience,5.97 (Agree) for those with 7-9 years experience and 6.08 (Agree) for those who have more than 10 years experience in the industry.

The respondents also agreed that the training and orientation sessions addressed a lot of important issues related to their job, particularly cultural barriers, with an overall weighted mean of 5.81 (Agree) and weighted means of 5.63 (Agree) for those with less than 1 year experience in the industry, 5.75 (Agree) for those with 1-3 years, 6.00 (Agree) for those with 4-6 years experience,6.06 (Agree) for those with 7-9 years experience and 6.38 (Agree) for those who have more than 10 years experience in the industry.

The respondents agreed (with those having more than 10 years experience in the industry) that their company has credible agents for preparing its employees in terms of readying people to face cultural differences challenges, with an overall weighted mean of 5.86 (Agree) and weighted means of 5.79 (Agree) for those with less than 1 year experience in the industry, 5.82 (Agree) for those with 1-3 years, 5.85 (Agree) for those with 4-6 years experience,6.11 (Agree) for those with 7-9 years experience and 6.77 (Strongly Agree) for those who have more than 10 years experience in the industry.

Table 16 displays the summary on the grand mean and verbal interpretation of the respondents' assessment on the cross-cultural literacy training of IBPO companies across all respondent profiles.

Table 16

**Summary on the Grand Mean and Verbal Interpretation of the Respondents'
Assessment on the Cross-Cultural Literacy Training of
IBPO Companies Across All Respondent Profiles**

Profiles	General Weighted Average	Verbal Interpretation
Position	5.83	Agree
Age	5.83	Agree
Gender	5.83	Agree
Civil Status	5.83	Agree
Highest Educational Attainment	5.83	Agree
Average Monthly Income	5.83	Agree
Number of Years Working in an IBPO Company	5.84	Agree

Table 16 shows that across all profiles, the respondents' assessment on the cross-cultural Literacy Training of the IBPO companies they are with are viewed affirmatively. In summary, the general weighted averages of 5.83 for all profiles, with the exception of the profile in terms of the number of years working in an IBPO company having 5.84, which translates to a verbal interpretation of the respondents agreeing on the idea that the IBPO companies they are currently a part of are providing them sufficient training, cultural orientations, immersions and experiences that enable them to become culturally competent, and reflects that regardless of their positions, they agreed with the actions undertaken by their organizations in helping them cope with the cultural challenges they are facing. Apparently, with those from the top management strongly agreeing (weighted mean of 6.5) that they have received the necessary amount of training and orientation sessions for them to get to

know more about the culture they would be dealing with in their work, we could assume that there is a high degree of emphasis that the organizations are giving in enriching the cultural competence of their top management personnel. Presumably, the managements of the respondents' companies are also able to recognize the rising demand for being able to function with others from different cultures (Avery and Thomas, 2004; Earley and Ang, 2003; Earley and Peterson, 2004; Joshi and Lazarova, 2005; Kealey et al, 2003; 2006; Lombardo and Eichinger, 1996; Yukl, 1998, as cited in Fortier, 2009). The results of this endeavor reinforced the initial arguments provided in the review of related studies where says that the necessity to be understanding and empathic, diplomatic, and the need for cultural awareness operate as vital prerequisites for people to triumph in a complex and internationally integrated business systems.

Further, the above results are also in alignment with Quinn's (1990, as cited in Fortier, 2009) explanation about the managers being expected to demonstrate a level of behavioral complexity which requires an extensive range of skills, at times to be found at opposed ends of the continuum. Across all position levels in companies, it is apparent that majority of the respondents agree with Yukl's (1998, as cited in Fortier, 2009) argument about internationalization as something that will amplify the need to work with a multicultural workforce, therefore calling for more understanding, diplomacy, cultural awareness and sensitivity, skills grounded in appreciating others' values, viewpoints, and attitudes.

Hence, while the respondents across all profiles agreed positively with the cross-cultural literacy training offered by their organizations, it is apparent that there are still more room for improvement to increase their level of affirmation on the same. As suggested by McCall and Hollenbeck's study (2002, as cited in Fortier, 2009), it may be possible that multicultural lessons require expatriation if we take into account the transformational nature of the intellectual and emotional competencies necessary for cultural compliance. Further the authors point out that although international and domestic assignments stay different, it can be argued that they are getting to become more similar, therefore concluding that all have that international mindset (McCall and Hollenbeck, 2002, as cited in Fortier, 2009).

3. Respondents' Evaluation on their Level of Satisfaction in IBPO Companies where they are Currently Affiliated with when they are Grouped According to Profile

In this part of the analysis, as explained in chapter 3, the level of agreement is equated with the respondents' level of satisfaction on items where questions lead them to agree or disagree with what they are satisfied or dissatisfied with, respectively, such as: 1 - "Strongly Disagree" for "Completely Dissatisfied," 2 - "Disagree" for "Mostly Dissatisfied," 3 - "Somewhat Disagree" for "Somewhat Dissatisfied," 4 - "Neither Agree Or Disagree," for "Neither Satisfied Or Dissatisfied," 5 - "Somewhat Agree," for "Somewhat Satisfied," 6 - "Agree" for "Mostly Satisfied," 7 - "Strongly Agree" for "Completely Satisfied."

3.1 According to Position

Table 17 exhibits the weighted mean and verbal interpretation of the respondents' evaluation on their level of satisfaction in the IBPO companies when they are grouped according to position.

Table 17

Weighted Mean and Verbal Interpretation of the Respondents' Evaluation on their Level of Satisfaction in the IBPO Companies when they are Grouped According to Position

IBPO Companies' Employees' Level of Work Satisfaction	Position									
	Top Mgt		Middle Mgt		First Line Mgt		Front Line/ Back Office Staff		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
3.1 I am well-compensated in terms of the kind of work required for me to perform despite all the pressures involved.	6.00	A	5.65	A	5.43	SWA	5.12	SWA	5.27	SWA
3.2 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company enjoyable.	6.00	A	5.92	A	5.80	A	5.52	A	5.65	A
3.3 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company meaningful.	5.75	A	5.85	A	5.80	A	5.56	A	5.66	A
3.4 I feel a sense of pride in doing my job as an employee in my IBPO company.	6.50	SA	6.04	A	5.84	A	5.56	A	5.70	A
3.5 There are excellent rewards for those who work in a multicultural setting.	5.88	A	6.25	A	5.98	A	5.59	A	5.77	A
3.6 I am satisfied with the opportunity for advancement in my IBPO Company.	6.13	A	6.08	A	5.90	A	5.57	A	5.72	A
3.7 The company sincerely cares for its employees.	6.63	SA	6.00	A	5.74	A	5.70	A	5.76	A
General Weighted Average	6.13	A	5.97	A	5.78	A	5.52	A	5.65	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Regardless of the position in the industry, the majority of respondents agreed overall on the Cross-Cultural Competency as Employees in the IBPO Companies where they are currently affiliated with, with an overall general weighted average of 5.65 (Agree), and weighted averages for the top management (6.13 – Agree),

middle management (5.97 - Agree), first line management (5.78 - Agree), down to the front line/ back office staff (5.52 - Agree).

Unfortunately, in terms of the different positions in the industry, majority of the respondents are only somewhat agreeing that they are well-compensated in terms of the kind of work required for them to perform despite all the pressures involved as evidenced by the overall weighted mean of 5.27 (Somewhat Agree). However, it is noticeable that from the top management (6.00 – Agree), middle management (5.65 - Agree), first line management (5.43 - Somewhat Agree), down to the front line/ back office staff (5.27 - Somewhat Agree), the degree of agreement with regards to whether they are well-compensated or not in terms of the kind of work required for them to perform despite all the pressures involved is going down. Hence, it could be inferred that the lower level managers arenot really satisfied with the compensation they are getting from the load of work they are doing.

Relatively, regardless of the respondents' positions, they all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company enjoyable, with an overall weighted mean of 5.65 (Agree), and specifically, the top management (6.00 –Agree), middle management (5.92 - Agree), first line management (5.80 - Agree), down to the front line/ back office staff (5.52 - Agree).

The respondents also all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company meaningful, with an overall weighted mean of 5.66, with the top

management (5.75 – Agree), middle management (5.85 - Agree), first line management (5.80 - Agree), and the front line/ back office staff (5.56 - Agree) respectively agreeing.

The respondents also agreed that they feel a sense of pride in doing their job as an employee in my IBPO company, with an overall weighted mean of 5.70, and in particular, top management (6.50 – Strongly Agree), middle management (6.04 - Agree), first line management (5.84 - Agree), and the front line/ back office staff (5.56 - Agree) respectively.

The respondents, with an overall weighted mean of 5.77 - Agree, 5.88 for top management, 6.25 for middle management, 5.98 for first list management and 5.59 for front line/ back office staff respectively, agreed that their company has excellent rewards for those who work in a multicultural setting.

The respondents, with an overall weighted mean of 5.72 - Agree, 6.13 for top management, 6.08 for middle management, 5.90 for first list management and 5.57 for front line/ back office staff respectively, agreed that they are satisfied with the opportunity or advancement in their IBPO Company.

The company sincerely cares for its employees. Top management strongly agrees to this evidenced by the weighted mean of 6.63 (Strongly Agree) and all others agree. Middle management is agreeing with weighted mean of 6.00 (Agree), first line management (5.74 – Agree), and front line/back office staff (5.70 – Agree). Thus, everyone is agreeing (overall weighted mean of 5.76 – Agree) that the company sincerely cares for them.

3.2 According to Age

Table 18 shows the weighted mean and verbal interpretation of the respondents' evaluation on their level of satisfaction in the IBPO companies when they are grouped according to age.

Table 18

Weighted Mean and Verbal Interpretation of the Respondents' Evaluation on their Level of Satisfaction in the IBPO Companies when they are Grouped According to Age

IBPO Companies' Employees' Level of Work Satisfaction	Age											
	30 Y.O. <=		31-40 Y.O.		41-50 Y.O.		51-60 Y.O.		61 Y.O. >=		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
3.1 I am well-compensated in terms of the kind of work required for me to perform despite all the pressures involved.	5.28	SWA	5.19	SWA	5.57	A	4.33	NAD	7.00	SA	5.28	SWA
3.2 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company enjoyable.	5.65	A	5.62	A	5.76	A	4.83	SWA	6.33	A	5.64	A
3.3 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company meaningful.	5.67	A	5.61	A	5.71	A	5.67	A	5.67	A	5.66	A
3.4 I feel a sense of pride in doing my job as an employee in my IBPO company.	5.69	A	5.63	A	5.84	A	6.17	A	7.00	SA	5.70	A
3.5 There are excellent rewards for those who work in a multicultural setting.	5.75	A	5.78	A	5.82	A	6.17	A	6.00	A	5.77	A
3.6 I am satisfied with the opportunity for advancement in my IBPO Company.	5.71	A	5.64	A	5.94	A	6.50	SA	6.33	A	5.72	A
3.7 The company sincerely cares for its employees.	5.69	A	5.80	A	5.82	A	6.83	SA	7.00	SA	5.76	A
General Weighted Average	5.63	A	5.61	A	5.78	A	5.79	A	6.48	A	5.65	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Regardless of the age brackets, the majority of respondents agreed overall on the Cross-Cultural Competency as Employees in the IBPO Companies where they are currently affiliated with, with an overall general weighted average of 5.65 (Agree), and weighted averages for those who are 30 years old and below (5.63 – Agree), and 31-40 years old (5.61 - Agree) are agreeing while those who are 51-60

years are agreeing (5.78 – Agree), 41-50 years old are agreeing (5.79 – Agree) and those who are 61 years old and above are agreeing (6.48 – Agree).

In terms of the different age brackets of the respondents in the industry, majority of them are only somewhat agreeing that they are well-compensated in terms of the kind of work required for them to perform despite all the pressures involved as evidenced by the overall weighted mean of 5.28 (Somewhat Agree). It is also noticeable that those who are 30 years old and below (5.28 – Somewhat Agree), and 31-40 years old (5.19 - Somewhat Agree) are somewhat agreeing while those who are 51-60 years are neither agreeing nor disagreeing (4.33 – Neither Agree nor Disagree). Only those who are 41-50 years old are agreeing (5.57 – Agree) and those who are 61 years old and above are agreeing (7.00 – Strongly Agree).

Relatively, regardless of the respondents' age brackets, they all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company enjoyable, with an overall weighted mean of 5.64 (Agree), and specifically, those who are 30 years old and below (5.65 –Agree), 31-40 years old (5.62 - Agree), 41-50 years old (5.76 - Agree), 61 years old and above (6.33 - Agree) except for those who are 51-60 years old are only somewhat agreeing (4.83 – Somewhat Agree).

The respondents also all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company meaningful, with an overall weighted mean of 5.66, and those

who are 30 years old and below (5.67 –Agree), 31-40 years old (5.61 - Agree), 41-50 years old (5.71 - Agree), 51-60 years old (5.67 – Agree) and those who are 61 years old and above (5.67 - Agree).

The respondents also agreed that they feel a sense of pride in doing their job as an employee in my IBPO company, with an overall weighted mean of 5.70, and in particular, those who are 30 years old and below (5.69 –Agree), 31-40 years old (5.63 - Agree), 41-50 years old (5.84 - Agree), 51-60 years old (6.17 – Agree) and those who are 61 years old and above (7.00 – Strongly Agree).

The respondents, with an overall weighted mean of 5.77 - Agree, those who are 30 years old and below (5.75 –Agree), 31-40 years old (5.78 - Agree), 41-50 years old (5.82 - Agree), 51-60 years old (6.17 – Agree) and those who are 61 years old and above (6.00 - Agree) respectively, agreed that their company has excellent rewards for those who work in a multicultural setting.

The respondents, with an overall weighted mean of 5.72 - Agree, those who are 30 years old and below (5.71 –Agree), 31-40 years old (5.64 - Agree), 41-50 years old (5.94 - Agree), 51-60 years old (6.50 – Strongly Agree) and those who are 61 years old and above (6.33 - Agree) respectively, agreed that they are satisfied with the opportunity for advancement in their IBPO Company.

The company sincerely cares for its employees. Those who are 30 years old and below (5.69 –Agree), 31-40 years old (5.80 - Agree), 41-50 years old (5.82 - Agree), 51-60 years old (6.83 – Strongly Agree) and those who are 61 years old and

above (7.00 - Agree) respectively. Thus, everyone agrees (overall weighted mean of 5.76 – Agree) that the company sincerely cares for them.

3.2 According to Gender

Table 19

Weighted Mean and Verbal Interpretation of the Respondents' Evaluation on their Level of Satisfaction in the IBPO Companies when they are Grouped According to Gender

IBPO Companies' Employees' Level of Work Satisfaction	Gender					
	Male		Female		Overall	
	WM	VI	WM	VI	WM	VI
3.1 I am well-compensated in terms of the kind of work required for me to perform despite all the pressures involved.	5.31	SWA	5.24	SWA	5.27	SWA
3.2 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company enjoyable.	5.65	A	5.64	A	5.65	A
3.3 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company meaningful.	5.68	A	5.64	A	5.66	A
3.4 I feel a sense of pride in doing my job as an employee in my IBPO company.	5.68	A	5.72	A	5.70	A
3.5 There are excellent rewards for those who work in a multicultural setting.	5.75	A	5.78	A	5.77	A
3.6 I am satisfied with the opportunity for advancement in my IBPO Company.	5.78	A	5.67	A	5.72	A
3.7 The company sincerely cares for its employees.	5.76	A	5.76	A	5.76	A
General Weighted Average	5.66	A	5.64	A	5.65	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Table 19 shows the weighted mean and verbal interpretation of the respondents' evaluation on their level of satisfaction in the IBPO companies when they are grouped according to gender.

Both male and female respondents agreed overall on the Cross-Cultural Competency as Employees in the IBPO Companies where they are currently affiliated with, with an overall general weighted average of 5.65 (Agree), and

weighted averages for the male respondents (5.66 – Agree), and female respondents (5.64 - Agree).

It is unfortunate that the majority of the respondents whether male or female are only somewhat agreeing that they are well-compensated in terms of the kind of work required for them to perform despite all the pressures involved as evidenced by the overall weighted mean of 5.27 (Somewhat Agree) and weighted averages for the male respondents (5.31 – Somewhat Agree), and female respondents (5.24 - Somewhat Agree).

Relatively, regardless of the respondents' positions, they all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company enjoyable, with an overall weighted mean of 5.65 (Agree), and specifically, weighted averages for the male respondents (5.65 – Agree), and female respondents (5.64 - Agree).

The respondents also all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company meaningful, with an overall weighted mean of 5.66, and specifically, weighted averages for the male respondents (5.68 – Agree), and female respondents (5.64 - Agree).

The respondents also agreed that they feel a sense of pride in doing their job as an employee in their IBPO company, with an overall weighted mean of 5.70, and in particular, weighted averages for the male respondents (5.68 – Agree), and female respondents (5.72 - Agree).

The respondents, with an overall weighted mean of 5.77 - Agree, weighted averages for the male respondents (5.75 – Agree), and female respondents (5.78 - Agree) respectively, agreed that their company has excellent rewards for those who work in a multicultural setting.

The respondents, with an overall weighted mean of 5.72 - Agree, with weighted averages for the male respondents (5.78 – Agree), and female respondents (5.67 - Agree), agreed that they are satisfied with the opportunity or advancement in their IBPO Company.

The company sincerely cares for its employees. Weighted averages for the male respondents is 5.76 (Agree), and female respondents (5.76 - Agree). Thus, everyone is agreeing (overall weighted mean of 5.65 – Agree) that the company sincerely cares for them

3.3 According to Civil Status

Table 20 displays the weighted mean and verbal interpretation of the respondents' evaluation on their level of satisfaction in the IBPO companies when they are grouped according to civil status.

Regardless of the civil status, the majority of respondents agreed overall on the Cross-Cultural Competency as Employees in the IBPO Companies where they are currently affiliated with, with an overall general weighted average of 5.65 (Agree), and weighted averages for single respondents (5.61 – Agree), married (5.76 - Agree), legally separated (5.00 – Somewhat Agree), and widow/er (5.43 – Somewhat Agree).

Table 20

Weighted Mean and Verbal Interpretation of the Respondents' Evaluation on their Level of Satisfaction in the IBPO Companies when they are Grouped According to Civil Status

IBPO Companies' Employees' Level of Work Satisfaction	Civil Status									
	Single		Married		Legally Separated		Widow/er		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
3.1 I am well-compensated in terms of the kind of work required for me to perform despite all the pressures involved.	5.21	SWA	5.47	SWA	4.50	SWA	5.00	SWA	5.28	SWA
3.2 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company enjoyable.	5.64	A	5.71	A	5.00	SWA	5.00	SWA	5.65	A
3.3 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company meaningful.	5.65	A	5.72	A	5.00	SWA	5.00	SWA	5.66	A
3.4 I feel a sense of pride in doing my job as an employee in my IBPO company.	5.67	A	5.79	A	4.83	SWA	6.00	A	5.70	A
3.5 There are excellent rewards for those who work in a multicultural setting.	5.73	A	5.88	A	5.50	A	5.67	A	5.77	A
3.6 I am satisfied with the opportunity for advancement in my IBPO Company.	5.69	A	5.83	A	5.17	SWA	5.67	A	5.72	A
3.7 The company sincerely cares for its employees.	5.70	A	5.89	A	5.00	SWA	5.67	A	5.75	A
General Weighted Average	5.61	A	5.76	A	5.00	SWA	5.43	SWA	5.65	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Unfortunately, in terms of the different civil status, majority of the respondents are only somewhat agreeing that they are well-compensated in terms of the kind of work required for them to perform despite all the pressures involved as evidenced by the overall weighted mean of 5.28 (Somewhat Agree) and weighted averages for single respondents (5.21 – Somewhat Agree), married (5.47 – Somewhat Agree), legally separated (4.50 – Somewhat Agree), and widow/er (5.00 – Somewhat Agree).

Relatively, regardless of the respondents' positions, they all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company enjoyable, with an overall weighted mean of 5.65 (Agree), and specifically, weighted averages for single respondents (5.64 – Agree), married (5.71 - Agree), legally separated (5.00 – Somewhat Agree), and widow/er (5.65 – Agree).

The respondents also all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company meaningful, with an overall weighted mean of 5.66, with an overall weighted mean of 5.65 (Agree), and specifically, weighted averages for single respondents (5.65 – Agree), married (5.72 - Agree), legally separated (5.00 – Somewhat Agree), and widow/er (5.00 – Somewhat Agree) respectively agreeing.

The respondents also agreed that they feel a sense of pride in doing their job as an employee in their IBPO company, with an overall weighted mean of 5.70, and in particular, weighted averages for single respondents (5.67 – Agree), married (5.79 - Agree), legally separated (4.83 – Somewhat Agree), and widow/er (6.00 – Agree) respectively.

The respondents, with an overall weighted mean of 5.77 - Agree, weighted averages for single respondents (5.73 – Agree), married (5.88 - Agree), legally separated (5.50 – Agree), and widow/er (5.67 – Agree) respectively, agreed that their company has excellent rewards for those who work in a multicultural setting.

The respondents, with an overall weighted mean of 5.72 - Agree, weighted averages for single respondents (5.69 – Agree), married (5.83 - Agree), legally separated (5.17 – Agree), and widow/er (5.67 – Agree) respectively, agreed that they are satisfied with the opportunity for advancement in their IBPO Company.

The company sincerely cares for its employees. Top management strongly agrees to this evidenced by the weighted mean of 5.75(Agree) and all others agree. Weighted averages for single respondents (5.70 – Agree), married (5.89 - Agree), legally separated (5.00 – Agree), and widow/er (5.67 – Agree). Thus, everyone is agreeing (overall weighted mean of 5.76 – Agree) that the company sincerely cares for them.

3.4 According to Highest Educational Attainment

Table 21 shows the weighted mean and verbal interpretation of the respondents' evaluation on their level of satisfaction in the IBPO companies when they are grouped according to highest educational attainment.

Regardless of the highest educational attainment of the respondents, the majority of them agreed overall on the Cross-Cultural Competency as Employees in the IBPO Companies where they are currently affiliated with, with an overall general weighted average of 5.65 (Agree), and weighted averages for those who are high school graduates (5.12 – Somewhat Agree), vocational (5.54 - Agree), bachelor's degree holders (5.70 – Agree), graduate school (5.45 – Somewhat Agree), and others (5.96 – Agree).

Table 21

Weighted Mean and Verbal Interpretation of the Respondents' Evaluation on their Level of Satisfaction in the IBPO Companies when they are Grouped According to Highest Educational Attainment

IBPO Companies' Employees' Level of Work Satisfaction	Highest Educational Attainment											
	High School		Vocational		Bachelor's Degree		Graduate School		Others (pls. specify)		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
3.1 I am well-compensated in terms of the kind of work required for me to perform despite all the pressures involved.	4.60	SWA	5.10	SWA	5.33	SWA	4.89	SWA	5.86	A	5.27	SWA
3.2 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company enjoyable.	5.02	SWA	5.59	A	5.72	A	5.26	SWA	5.98	A	5.64	A
3.3 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company meaningful.	5.04	SWA	5.37	SWA	5.77	A	5.47	SWA	5.90	A	5.66	A
3.4 I feel a sense of pride in doing my job as an employee in my IBPO company.	5.21	SWA	5.49	SWA	5.77	A	5.42	SWA	6.04	A	5.70	A
3.5 There are excellent rewards for those who work in a multicultural setting.	5.32	SWA	5.71	A	5.82	A	5.68	A	5.98	A	5.77	A
3.6 I am satisfied with the opportunity for advancement in my IBPO Company.	5.32	SWA	5.76	A	5.72	A	5.74	A	6.06	A	5.72	A
3.7 The company sincerely cares for its employees.	5.36	SWA	5.78	A	5.79	A	5.68	A	5.92	A	5.76	A
General Weighted Average	5.12	SWA	5.54	A	5.70	A	5.45	SWA	5.96	A	5.65	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

In terms of the highest education attainment of the respondents, majority of them are only somewhat agreeing that they are well-compensated in terms of the kind of work required for me to perform despite all the pressures involved as evidenced by the overall weighted mean of 5.27 (Somewhat Agree). It is also noticeable that those who are high school graduates (4.60 – Somewhat Agree), vocational (5.10 – Somewhat Agree), bachelor's degree holders (5.33 – Somewhat Agree), graduate school (4.89 – Somewhat Agree), and others (5.86 – Agree).

Relatively, regardless of the highest education attainment of the respondents, they all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company enjoyable, with an overall weighted mean of 5.64 (Agree), and specifically, those who are high school graduates (5.02 – Somewhat Agree), vocational (5.59 - Agree), bachelor's degree holders (5.72 – Agree), graduate school (5.26 – Somewhat Agree), and others (5.98 – Agree).

The respondents also all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company meaningful, with an overall weighted mean of 5.66, and those who are high school graduates (5.04 – Somewhat Agree), vocational (5.37– Somewhat Agree), bachelor's degree holders (5.77 – Agree), graduate school (5.47 – Somewhat Agree), and others (5.90 – Agree).

The respondents also agreed that they feel a sense of pride in doing their job as an employee in my IBPO company, with an overall weighted mean of 5.70, and in particular, those who are high school graduates (5.21 – Somewhat Agree), vocational (5.49 – Somewhat Agree), bachelor's degree holders (5.77 – Agree), graduate school (5.42 – Somewhat Agree), and others (6.04 – Agree).

The respondents, with an overall weighted mean of 5.77 - Agree, those who are high school graduates (5.32 – Somewhat Agree), vocational (5.71 - Agree), bachelor's degree holders (5.82 – Agree), graduate school (5.68 – Agree), and

others (5.98 – Agree) respectively, agreed that their company has excellent rewards for those who work in a multicultural setting.

The respondents, with an overall weighted mean of 5.72 - Agree, those who are high school graduates (5.32 – Somewhat Agree), vocational (5.76 - Agree), bachelor's degree holders (5.72 – Agree), graduate school (5.74 – Agree), and others (6.06 – Agree) respectively, agreed that they are satisfied with the opportunity for advancement in their IBPO Company.

The company sincerely cares for its employees. Those who are high school graduates (5.36 – Somewhat Agree), vocational (5.78 - Agree), bachelor's degree holders (5.79 – Agree), graduate school (5.68 – Agree), and others (5.92 – Agree) respectively. Thus, everyone is agreeing (overall weighted mean of 5.76 – Agree) that the company sincerely cares for them.

3.5 According to Average Monthly Income

Table 22 presents the weighted mean and verbal interpretation of the respondents' evaluation on their level of satisfaction in the IBPO companies when they are grouped according to Average Monthly Income.

Regardless of the monthly income, the majority of respondents agreed overall on the Cross-Cultural Competency as Employees in the IBPO Companies where they are currently affiliated with, with an overall general weighted average of 5.65 (Agree), and weighted averages for those who have monthly income of 20,000 or less (5.50 – Agree), monthly income of 20,001-40,000 (5.75 - Agree), monthly income of 40,001-60,000 (5.99 – Agree), and those who have monthly income of 60,001 or more (6.08 – Agree).

Table 22

Weighted Mean and Verbal Interpretation of the Respondents' Evaluation on their Level of Satisfaction in the IBPO Companies when they are Grouped According to Average Monthly Income

IBPO Companies' Employees' Level of Work Satisfaction	Average Monthly Income									
	20,000 or less		20,001-40,000		40,001-60,000		60,001 or more		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
3.1 I am well-compensated in terms of the kind of work required for me to perform despite all the pressures involved.	5.12	SWA	5.40	SWA	5.56	A	6.00	A	5.27	SWA
3.2 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company enjoyable.	5.50	A	5.76	A	5.97	A	6.00	A	5.65	A
3.3 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company meaningful.	5.54	A	5.77	A	5.82	A	6.00	A	5.66	A
3.4 I feel a sense of pride in doing my job as an employee in my IBPO company.	5.56	A	5.79	A	6.05	A	6.29	A	5.70	A
3.5 There are excellent rewards for those who work in a multicultural setting.	5.61	A	5.89	A	6.26	A	5.86	A	5.77	A
3.6 I am satisfied with the opportunity for advancement in my IBPO Company.	5.55	A	5.85	A	6.13	A	6.14	A	5.72	A
3.7 The company sincerely cares for its employees.	5.65	A	5.81	A	6.10	A	6.29	A	5.76	A
General Weighted Average	5.50	A	5.75	A	5.99	A	6.08	A	5.65	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Unfortunately, in terms of the average monthly income, majority of the respondents are only somewhat agreeing that they are well-compensated in terms of the kind of work required for them to perform despite all the pressures involved as evidenced by the overall weighted mean of 5.27 (Somewhat Agree) and weighted averages for those who have monthly income of 20,000 or less (5.12 – Somewhat Agree), monthly income of 20,001-40,000 (5.40 – Somewhat Agree), monthly income of 40,001-60,000 (5.56 – Agree), and those who have monthly income of 60,001 or more (6.00 – Agree).

Relatively, regardless of the respondents' monthly income, they all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company enjoyable, with an overall weighted mean of 5.65 (Agree), and specifically, those who have monthly income of 20,000 or less (5.50 – Agree), monthly income of 20,001-40,000 (5.76 – Somewhat Agree), monthly income of 40,001-60,000 (5.97 – Agree), and those who have monthly income of 60,001 or more (6.00 – Agree).

The respondents also all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company meaningful, with an overall weighted mean of 5.66 (Agree), and specifically, those who have monthly income of 20,000 or less (5.54 – Agree), monthly income of 20,001-40,000 (5.77 – Agree), monthly income of 40,001-60,000 (5.82 – Agree), and those who have monthly income of 60,001 or more (6.00 – Agree) respectively agreeing.

The respondents also agreed that they feel a sense of pride in doing their job as an employee in their IBPO company, with an overall weighted mean of 5.70 (Agree), and in particular, those who have monthly income of 20,000 or less (5.56 – Agree), monthly income of 20,001-40,000 (5.79 – Agree), monthly income of 40,001-60,000 (6.05 – Agree), and those who have monthly income of 60,001 or more (6.29 – Agree) respectively.

The respondents, with an overall weighted mean of 5.77 - Agree, those who have monthly income of 20,000 or less (5.61 – Agree), monthly income of 20,001-

40,000 (5.89 – Agree), monthly income of 40,001-60,000 (6.26 – Agree), and those who have monthly income of 60,001 or more (5.86 – Agree) respectively, agreed that their company has excellent rewards for those who work in a multicultural setting.

The respondents, with an overall weighted mean of 5.72 - Agree, weighted averages for those who have monthly income of 20,000 or less (5.55 – Agree), monthly income of 20,001-40,000 (5.85 – Agree), monthly income of 40,001-60,000 (6.13 – Agree), and those who have monthly income of 60,001 or more (6.14 – Agree) respectively, agreed that they are satisfied with the opportunity or advancement in their IBPO Company.

The company sincerely cares for its employees. Those who have monthly income of 20,000 or less agree that their companies care for them (5.65 – Agree), monthly income of 20,001-40,000 (5.81 – Agree), monthly income of 40,001-60,000 (6.10 – Agree), and those who have monthly income of 60,001 or more (6.29 – Agree). Thus, everyone is agreeing (overall weighted mean of 5.65 – Agree) that the company sincerely cares for them.

3.6 According to the Number of Years Working in an IBPO Company

Table 23 displays the weighted mean and verbal interpretation of the respondents' evaluation on their level of satisfaction in the IBPO companies when they are grouped according to number of years working in an IBPO company.

Table 23

Weighted Mean and Verbal Interpretation of the Respondents' Evaluation on their Level of Satisfaction in the IBPO Companies when they are Grouped According to the Number of Years Working in an IBPO Company

IBPO Companies' Employees' Level of Work Satisfaction	How long have you been in the international business process outsourcing industry?											
	<1Yr		1-3Yrs		4-6Yrs		7-9Yrs		>10Yrs		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
3.1 I am well-compensated in terms of the kind of work required for me to perform despite all the pressures involved.	5.24	SWA	5.41	SWA	5.04	SWA	5.28	SWA	5.69	A	5.28	SWA
3.2 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company enjoyable.	5.54	A	5.69	A	5.66	A	5.64	A	6.08	A	5.65	A
3.3 The working conditions (amount of time spent training, cultural orientation, Mgt support, etc.) help in making my stay in the company meaningful.	5.51	A	5.74	A	5.71	A	5.56	A	5.77	A	5.66	A
3.4 I feel a sense of pride in doing my job as an employee in my IBPO company.	5.54	A	5.75	A	5.71	A	5.89	A	6.23	A	5.70	A
3.5 There are excellent rewards for those who work in a multicultural setting.	5.60	A	5.85	A	5.75	A	5.97	A	6.15	A	5.77	A
3.6 I am satisfied with the opportunity for advancement in my IBPO Company.	5.62	A	5.77	A	5.65	A	5.92	A	6.23	A	5.72	A
3.7 The company sincerely cares for its employees.	5.67	A	5.74	A	5.79	A	5.83	A	6.54	SA	5.76	A
General Weighted Average	5.53	A	5.71	A	5.61	A	5.73	A	6.10	A	5.65	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Regardless of the number of years working in an IBPO company, the majority of the respondents agreed overall on the Cross-Cultural Competency as Employees in the IBPO Companies where they are currently affiliated with, with an overall general weighted average of 5.65 (Agree), and weighted averages for those with less than 1 year working in an IBPO company (5.53 – Agree), 1-3 years (5.71 -

Agree), 4-6 years (5.61 – Agree), 7-9 years (5.73 – Agree), and over 10 number of years working in an IBPO company (6.10 – Agree).

In terms of the number of years working in an IBPO company, majority of respondents are only somewhat agreeing that they are well-compensated in terms of the kind of work required for them to perform despite all the pressures involved as evidenced by the overall weighted mean of 5.28 (Somewhat Agree). Weighted averages for those with less than 1 year working in an IBPO company (5.24 – Somewhat Agree), 1-3 years (5.41 – Somewhat Agree), 4-6 years (5.04 – Somewhat Agree), 7-9 years (5.28 – Somewhat Agree), and over 10 number of years working in an IBPO company (5.69 – Agree).

Relatively, regardless of the number of years working in the IBPO company, they all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company enjoyable, with an overall weighted mean of 5.65 (Agree), and specifically, weighted averages for those with less than 1 year working in an IBPO company (5.54 – Agree), 1-3 years (5.69 - Agree), 4-6 years (5.66 – Agree), 7-9 years (5.64 – Agree), and over 10 number of years working in an IBPO company (6.08 – Agree).

The respondents also all agreed that the working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making their stay in the company meaningful, with an overall weighted mean of 5.66, and weighted averages for those with less than 1 year working in an IBPO company

(5.51 – Agree), 1-3 years (5.74 - Agree), 4-6 years (5.71 – Agree), 7-9 years (5.56 – Agree), and over 10 number of years working in an IBPO company (5.77 – Agree).

The respondents also agreed that they feel a sense of pride in doing their job as an employee in my IBPO company, with an overall weighted mean of 5.70, and in particular, weighted averages for those with less than 1 year working in an IBPO company (5.54 – Agree), 1-3 years (5.75 - Agree), 4-6 years (5.71 – Agree), 7-9 years (5.89 – Agree), and over 10 number of years working in an IBPO company (6.23 – Agree).

The respondents, with an overall weighted mean of 5.77 - Agree, weighted averages for those with less than 1 year working in an IBPO company (5.60 – Agree), 1-3 years (5.85 - Agree), 4-6 years (5.75 – Agree), 7-9 years (5.97 – Agree), and over 10 number of years working in an IBPO company (6.15 – Agree) respectively, agreed that their company has excellent rewards for those who work in a multicultural setting.

The respondents, with an overall weighted mean of 5.72 - Agree, weighted averages for those with less than 1 year working in an IBPO company (5.62 – Agree), 1-3 years (5.77 - Agree), 4-6 years (5.65 – Agree), 7-9 years (5.92 – Agree), and over 10 number of years working in an IBPO company (6.23 – Agree) respectively, agreed that they are satisfied with the opportunity for advancement in my IBPO Company.

The company sincerely cares for its employees. Weighted averages for those with less than 1 year working in an IBPO company (5.67 – Agree), 1-3 years (5.74 -

Agree), 4-6 years (5.79 – Agree), 7-9 years (5.83 – Agree), and over 10 number of years working in an IBPO company (6.54 – Agree). It can be seen that the overall general weighted mean is 5.76 (Strongly Agree. This means that the company sincerely cares for their employees.

Table 24

Summary on the Grand Mean and Verbal Interpretation of the Respondents' Assessment on their Level of Satisfaction in IBPO companies across All Respondent Profiles

Profiles	General Weighted Average	Verbal Interpretation
Position	5.65	Agree
Age	5.65	Agree
Gender	5.65	Agree
Civil Status	5.65	Agree
Highest Educational Attainment	5.65	Agree
Average Monthly Income	5.65	Agree
Number of Years Working in an IBPO Company	5.65	Agree

Table 24 shows that across all profiles, the respondents' assessment on their level of satisfaction in IBPO companies they are with are also viewed affirmatively. In summary, the general weighted averages of 5.65 for all profiles reveal that while the respondents have not shown satisfaction to a high degree, still they are satisfied.

These results affirmatively speaks a lot as we anchor on the discussions of Ellickson and Logsdon (2001, as cited in Sengupta, 2011) which highlighted the significance of researching employee satisfaction given that job satisfaction is linked

to improved output and dedication to the organization, less absenteeism, lower turnover, and finally, with improved effectiveness in the organization (as cited in Sengupta, 2011). Spector (1997, as cited in Sengupta, 2011) defined job satisfaction as "the degree to which people like their jobs" and it was defined by Locke (1976, as cited in Sengupta, 2011) as "a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. To a certain extent, it could be noted that since the respondents have not classified their satisfaction in the extreme affirmative end, IBPO companies are left with much room for improvement. Furthermore, as job satisfaction is from the perspective of the employee, whereas employee satisfaction is more from the organization's perspective (Sengupta, 2011), it is reasonable that IBPO companies should learn how to enhance their employees' satisfaction.

4. Respondents' Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Profile

4.1 According to Position

Table 25 exhibits the weighted mean and verbal interpretation of the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to position.

Table 25

Weighted Mean and Verbal Interpretation of the Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Position

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry	Position									
	Top Mgt		Middle Mgt		First Line Mgt		Front Line/ Back Office Staff		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
4.1 My cross-cultural competence is enough to let me weather through challenges in my company caused by cultural differences.	6.00	A	6.06	A	5.82	A	5.65	A	5.74	A
4.2 I must be more flexible attitude-wise in order to fit into others' culture.	6.50	SA	6.37	A	6.04	A	5.94	A	6.02	A
General Weighted Average	6.25	A	6.21	A	5.93	A	5.80	A	5.88	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Regardless of the position in the industry, the majority of respondents agreed overall on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies where they are currently affiliated with, with an overall general weighted average of 5.88 (Agree), and weighted averages for the top management (6.25 – Agree), middle management (6.21 - Agree), first line management (5.93 - Agree), down to the front line/ back office staff (5.80 - Agree).

Majority of the respondents agree that their cross-cultural competence is enough to let them weather through challenges in their companies caused by cultural differences as evidenced by the overall weighted mean of 5.74 (Agree). It is noticeable that from the top management (6.00 – Agree), middle management (6.06

- Agree), first line management (5.82- Agree), down to the front line/ back office staff (5.65 - Agree).

Respondents are agreeing that they must be more flexible attitude-wise in order to fit into others' culture as evidenced by the overall weighted mean of 6.02 (Agree). It is noticeable that from the top management (6.50 – Strongly Agree), middle management (6.37 - Agree), first line management (6.04 - Agree), down to the front line/ back office staff (5.94 - Agree).

4.2 According to Age

Table 26 shows the weighted mean and verbal interpretation of the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to age.

Table 26

Weighted Mean and Verbal Interpretation of the Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Age

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry	Age											
	30 Y.O. <=		31-40 Y.O.		41-50 Y.O.		51-60 Y.O.		61 Y.O. >=		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
4.1 My cross-cultural competence is enough to let me weather through challenges in my company caused by cultural differences.	5.66	A	5.74	A	6.14	A	6.50	SA	6.67	SA	5.74	A
4.2 I must be more flexible attitude-wise in order to fit into others' culture.	5.99	A	5.96	A	6.22	A	6.67	SA	7.00	SA	6.02	A
General Weighted Average	5.83	A	5.85	A	6.18	A	6.58	SA	6.83	SA	5.88	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Regardless of the age brackets of the respondents, the majority of respondents agreed overall on the impact of their cross-cultural competence on their

aptitude to sustain in IBPO companies where they are currently affiliated with, with an overall general weighted average of 5.88 (Agree), and weighted averages for those who are 30 years old and below (5.83 – Agree), and 31-40 years old (5.85 - Agree) are agreeing while those who are 51-60 years are agreeing (6.18 – Agree), 41-50 years old are agreeing (6.58 – Strongly Agree) and those who are 61 years old and above are agreeing (6.83 – Strongly Agree).

Majority of the respondents are agreeing that their cross-cultural competence is enough to let them weather through challenges in their companies caused by cultural differences as evidenced by the overall weighted mean of 5.74 (Agree). It is noticeable that weighted averages for those who are 30 years old and below (5.66 – Agree), and 31-40 years old (5.74 - Agree) are agreeing while those who are 51-60 years are agreeing (6.14 – Agree), 41-50 years old are agreeing (6.50 – Strongly Agree) and those who are 61 years old and above are agreeing (6.67 – Strongly Agree).

Respondents are agreeing that they must be more flexible attitude-wise in order to fit into others' culture as evidenced by the overall weighted mean of 6.02 (Agree). It is noticeable that weighted averages for those who are 30 years old and below (5.99 – Agree), and 31-40 years old (5.96 - Agree) are agreeing while those who are 51-60 years are agreeing (6.22 – Agree), 41-50 years old are agreeing (6.67 – Strongly Agree) and those who are 61 years old and above are agreeing (6.83 – Strongly Agree).

4.3 According to Gender

Table 27
Weighted Mean and Verbal Interpretation of the Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Gender

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry	Gender					
	Male		Female		Overall	
	WM	VI	WM	VI	WM	VI
4.1 My cross-cultural competence is enough to let me weather through challenges in my company caused by cultural differences.	5.78	A	5.71	A	5.74	A
4.2 I must be more flexible attitude-wise in order to fit into others' culture.	5.99	A	6.04	A	6.02	A
General Weighted Average	5.89	A	5.88	A	5.88	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Table 27 presents the weighted mean and verbal interpretation of the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to gender.

Regardless of the gender of the respondents, the majority of respondents agreed overall on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies where they are currently affiliated with, with an overall general weighted average of 5.88 (Agree), and weighted averages for the male respondents (5.89 – Agree), and female respondents (5.88 - Agree).

Majority of the respondents are agreeing that their cross-cultural competence is enough to let them weather through challenges in their companies caused by

cultural differences as evidenced by the overall weighted mean of 5.78 (Agree). It is noticeable that weighted averages for e male respondents (5.71 – Agree), and female respondents (5.74 - Agree).

Respondents are agreeing that they must be more flexible attitude-wise in order to fit into others' culture as evidenced by the overall weighted mean of 5.99 (Agree). It is noticeable that weighted averages for the male respondents (6.04 – Agree), and female respondents (6.02 - Agree).

4.4 According to Civil Status

Table 28

Weighted Mean and Verbal Interpretation of the Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Civil Status

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry	Civil Status									
	Single		Married		Legally Separated		Widow/er		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
4.1 My cross-cultural competence is enough to let me weather through challenges in my company caused by cultural differences.	5.69	A	5.83	A	6.00	A	6.67	SA	5.74	A
4.2 I must be more flexible attitude-wise in order to fit into others' culture.	6.00	A	6.06	A	6.17	A	5.67	A	6.02	A
General Weighted Average	5.84	A	5.94	A	6.08	A	6.17	A	5.88	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Table 28 shows the weighted mean and verbal interpretation of the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to civil status.

Regardless of the civil statuses of the respondents, the majority of respondents agreed overall on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies where they are currently affiliated with, with an overall general weighted average of 5.88 (Agree), and weighted averages for single respondents (5.84 – Agree), married (5.94 - Agree), legally separated (6.08 – Agree), and widow/er (6.17 – Agree).

Majority of the respondents are agreeing that their cross-cultural competence is enough to let them weather through challenges in their companies caused by cultural differences as evidenced by the overall weighted mean of 5.74 (Agree). It is noticeable that weighted averages for single respondents (5.69 – Agree), married (5.83 - Agree), legally separated (6.00 – Agree), and widow/er (6.67 – Strongly Agree).

Respondents are agreeing that they must be more flexible attitude-wise in order to fit into others' culture as evidenced by the overall weighted mean of 6.02 (Agree). It is noticeable that weighted averages for single respondents (6.00 – Agree), married (6.06 - Agree), legally separated (6.17 – Agree), and widow/er (5.67 – Agree).

4.5 According to Highest Educational Attainment

Table 29 displays the weighted mean and verbal interpretation of the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to highest educational attainment.

Table 29

Weighted Mean and Verbal Interpretation of the Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Highest Educational Attainment

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry	Highest Educational Attainment											
	High School		Vocational		Bachelor's Degree		Graduate School		Others (pls. specify)		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
4.1 My cross-cultural competence is enough to let me weather through challenges in my company caused by cultural differences.	5.40	SWA	5.88	A	5.80	A	5.74	A	5.62	A	5.74	A
4.2 I must be more flexible attitude-wise in order to fit into others' culture.	5.72	A	6.46	A	6.02	A	5.68	A	6.12	A	6.02	A
General Weighted Average	5.56	A	6.17	A	5.91	A	5.71	A	5.87	A	5.88	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Regardless of the highest educational attainment of the respondents, the majority of respondents agreed overall on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies where they are currently affiliated with, with an overall general weighted average of 5.88 (Agree), and weighted averages for those who are high school graduates (5.56 – Somewhat Agree), vocational (6.17 - Agree), bachelor's degree holders (5.91 – Agree), graduate school (5.71 – Agree), and others (5.87 – Agree).

Majority of the respondents are agreeing that their cross-cultural competence is enough to let them weather through challenges in their companies caused by cultural differences as evidenced by the overall weighted mean of 5.74 (Agree). It is noticeable that weighted averages for those who are high school graduates (5.40 –

Somewhat Agree), vocational (5.88 - Agree), bachelor's degree holders (5.80 – Agree), graduate school (5.74 – Agree), and others (5.62 – Agree).

Respondents are agreeing that they must be more flexible attitude-wise in order to fit into others' culture as evidenced by the overall weighted mean of 6.02 (Agree). It is noticeable that weighted averages for those who are high school graduates (5.72 – Agree), vocational (6.46 - Agree), bachelor's degree holders (6.02 – Agree), graduate school (5.68 – Agree), and others (5.87 – Agree).

4.6 According to Average Monthly Income

Table 30

**Weighted Mean and Verbal Interpretation of the Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to
Average Monthly Income**

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry	Average Monthly Income									
	20,000 or less		20,001-40,000		40,001-60,000		60,001 or more		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
4.1 My cross-cultural competence is enough to let me weather through challenges in my company caused by cultural differences.	5.59	A	5.85	A	6.21	A	6.00	A	5.74	A
4.2 I must be more flexible attitude-wise in order to fit into others' culture.	5.92	A	6.05	A	6.51	SA	6.29	A	6.02	A
General Weighted Average	5.75	A	5.95	A	6.36	A	6.14	A	5.88	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Table 30 shows the weighted mean and verbal interpretation of the respondents' assessment on the impact of their cross-cultural competence on their

aptitude to sustain in IBPO companies when they are grouped according to level of monthly income.

Regardless of the Average Monthly Income of the respondents, the majority of respondents agreed overall on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies where they are currently affiliated with, with an overall general weighted average of 5.88 (Agree), and weighted averages for those who have monthly income of 20,000 or less (5.75 – Agree), monthly income of 20,001-40,000 (5.95 - Agree), monthly income of 40,001-60,000 (6.36 – Agree), and those who have monthly income of 60,001 or more (6.14 – Agree).

Majority of the respondents are agreeing that their cross-cultural competence is enough to let them weather through challenges in their companies caused by cultural differences as evidenced by the overall weighted mean of 5.74 (Agree). It is noticeable that weighted averages for those who have monthly income of 20,000 or less (5.59 – Agree), monthly income of 20,001-40,000 (5.85 - Agree), monthly income of 40,001-60,000 (6.21 – Agree), and those who have monthly income of 60,001 or more (6.00 – Agree).

Respondents are agreeing that they must be more flexible attitude-wise in order to fit into others' culture as evidenced by the overall weighted mean of 6.02 (Agree). It is noticeable that weighted averages for those who have monthly income of 20,000 or less (5.92 – Agree), monthly income of 20,001-40,000 (6.05 - Agree), monthly income of 40,001-60,000 (6.51 – Strongly Agree), and those who have monthly income of 60,001 or more (6.29 – Agree).

4.7 According to the Number of Years Working in an IBPO Company

Table 31

Weighted Mean and Verbal Interpretation of the Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to the Number of Years Working in an IBPO Company

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry	How long have you been in the international business process outsourcing industry?											
	<1Yr		1-3Yrs		4-6Yrs		7-9Yrs		>10Yrs		Overall	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
4.1 My cross-cultural competence is enough to let me weather through challenges in my company caused by cultural differences.	5.55	A	5.73	A	5.87	A	5.97	A	6.38	A	5.75	A
4.2 I must be more flexible attitude-wise in order to fit into others' culture.	5.91	A	5.99	A	6.11	A	6.08	A	6.69	SA	6.02	A
General Weighted Average	5.73	A	5.86	A	5.99	A	6.03	A	6.54	SA	5.88	A

Legend: 1 - 1.50 (**SD = Strongly Disagree**), 1.51 - 2.5 (**D = Disagree**), 2.51 - 3.5 (**SWD = Somewhat Disagree**), 3.51 - 4.5 (**NAD = Neither Agree or Disagree**), 4.51 - 5.5 (**SWA = Somewhat Agree**), 5.51 - 6.5 (**A = Agree**), 6.51 >= (**SA = Strongly Agree**)

Table 31 presents the weighted mean and verbal interpretation of the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to number of years working in an IBPO company.

Regardless of the number of years working in an IBPO company, the majority of respondents agreed overall on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies where they are currently affiliated with, with an overall general weighted average of 5.88 (Agree), and weighted averages for

those with less than 1 year working in an IBPO company (5.73 – Agree), 1-3 years (5.86 - Agree), 4-6 years (5.99 – Agree), 7-9 years (6.03 – Agree), and over 10 number of years working in an IBPO company (6.54 – Strongly Agree).

Majority of the respondents are agreeing that their cross-cultural competence is enough to let them weather through challenges in their companies caused by cultural differences as evidenced by the overall weighted mean of 5.75 (Agree). It is noticeable that weighted averages for those with less than 1 year working in an IBPO company (5.55 – Agree), 1-3 years (5.73 - Agree), 4-6 years (5.87 – Agree), 7-9 years (5.97 – Agree), and over 10 number of years working in an IBPO company (6.38 – Agree).

Respondents are agreeing that they must be more flexible attitude-wise in order to fit into others' culture as evidenced by the overall weighted mean of 6.02 (Agree). It is noticeable that weighted averages for those with less than 1 year working in an IBPO company (5.91 – Agree), 1-3 years (5.99 - Agree), 4-6 years (6.11 – Agree), 7-9 years (6.08 – Agree), and over 10 number of years working in an IBPO company (6.69 – Strongly Agree).

Table 32 shows that across all profiles, the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies they are with are also viewed in a positive way. In summary, the general weighted averages of 5.88 for all profiles speak of the respondents' flexibility in dealing with people under a multicultural setting.

Table 32

Summary on the Grand Mean and Verbal Interpretation of the Respondents' Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies across All Respondent Profiles

Profiles	General Weighted Average	Verbal Interpretation
Position	5.88	Agree
Age	5.88	Agree
Gender	5.88	Agree
Civil Status	5.88	Agree
Highest Educational Attainment	5.88	Agree
Average Monthly Income	5.88	Agree
Number of Years Working in an IBPO Company	5.88	Agree

The above results are in coherence with what was discussed in the review of related literature where various authors suggested that it is considered that a comprehension of the principles, morals, beliefs, values and attitudes of others from different cultures is vital not only for managers on overseas projects, but also for managers of local workforce that is quickly getting to be more diverse (Duarte and Tennant Snyder, 2001; Joshi and Lazarova, 2005; Yukl, 1998, as cited in Fortier, 2009).

Culture is occasionally viewed as a set of components such as truth, attitude, fundamental values, the logic engaged, and the consequential decision rules (Aharoni and Burton, 1994, as cited in Fortier, 2009). It is also defined as the manner in which a group of people resolves problems and settles predicaments

(Trompenaars and Hampden-Turner, 1998, as cited in Fortier, 2009). As discussed, later definition adds an active element to the concept of culture, hinting at the multifaceted and adaptive character of multicultural exchanges. Further, the reality of what culture actually is could merge both a stable element consisting of undeviating content, alongside a dynamic element recognized as an adaptive process, one that is apparently able to develop hybrid types. As pointed out, Hofstede's (1997, as cited in Fortier, 2009) definition of culture being a type of intellectual brainwashing or a "software of the mind" grounded in foundations such as character traits and symbols. Hence, while each of us views the world from our own point of view, from the "windows of our cultural home" (Hofstede, 1997, as cited in Fortier, 2009), it is essential that we understand the necessity to be sympathetic and empathic, subtle, and be culturally literate to succeed in this internationalized economy.

By recognizing these definitions of culture, employees in organizations dealing with other players in a multicultural setting have a need to focus on a mindset that is filled with cultural flexibility to be able to foster an aptitude that helps enhance their individual work sustainability. As explained in the review of related literature, sustainability deals with attaining a balance between the natural environment and human activities (United Nations, 1987, as cited in Thomas, 2010). Most theories of sustainability depend on the assumption that a society has to reach an unbiased equilibrium among its environmental, social, and economic facets (Milbrath, 1989, as cited in Thomas, 2010). The conviction in the requirement for all-inclusive sustainability embodies one of the more exceptional aspects of the theory. Many

studies of sustainability depend on the multifaceted connections between the varied set of things that illustrate human beings, society, and the environment they inhabit, rather than assuming sustainability is attained through actions with a particular cause and effect. As a result, studies that evaluate sustainability should deal with such issues in an interdisciplinary manner.

5. Analysis of Differences in the Respondents' Assessment on the Cross-Cultural Literacy Training, Level of Satisfaction, and Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Profile

5.1 On Cross-Cultural Literacy Training of IBPO Companies

5.1.1 According to Position

Table 33

Significant Difference in the Respondents' Assessment on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Position

IBPO's Cross-Cultural Literacy Training VS Position	Weighted Mean	F-value	p-value	Decision	Remarks
Top Management	5.69				
Middle Management	6.00	13.73063	0.0657	Accept H_o	Not significant
First Line Management	6.19				
Front Line / Back Office	6.10				

Table 33 shows that there is no significant difference in the respondents' assessment of the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to position. It can be seen on the table above an f-value of 13.73063, p-value of 0.0657, and the

weighted values for top management (5.69), middle management (6.0), first line management (6.19) and front line/back office (6.10).

This means that regardless of management level or position, the assessment on the cross-cultural Literacy Trainings of the IBPO companies are viewed the similarly by the different positions in the company.

5.1.2 According to Age

Table 34

Significant Difference in the Respondents' Assessment on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Age

IBPO's Cross-Cultural Literacy Training VS Age	Weighted Mean	F-value	P-value	Decision	Remarks
30 Y.O. <=	5.81				
31-40 Y.O.	5.88				
41-50 Y.O.	5.89	.428	.788	Accept Ho	Not Significant
51-60 Y.O.	5.67				
61 Y.O. >=	6.07				

Table 34 shows that there is no significant difference in the respondents' assessment of the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to age. It is shown on the table above an f-value of 0.428, p-value of 0.788, and the weighted values for 30 years and below (5.81), 31-40 years old (5.88), 41-50 years old (5.89), 51-60 years old (5.67) and 61 years old above (6.10).

This means that the assessment on the cross-cultural Literacy Training of the IBPO companies are viewed the same regardless of the age of the respondents.

5.1.3 According to Gender

Table 35

Significant Difference in the Respondents' Assessment on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Gender

IBPO's Cross-Cultural Literacy Training VS Gender	Weighted Mean	f-value	P-value	Decision	Remarks
Male	5.83	.051	.960	Accept Ho	Not Significant
Female	5.83				

Table 35 exhibits that there is no significant difference in the respondents' assessment of the cross-cultural Literacy Trainings of the IBPO companies where they are currently affiliated with when they are grouped according to gender. Table above shows an f-value of 0.051, p-value of 0.960, and the weighted values for male (5.83) and female (5.83).

This means that the assessment on the cross-cultural Literacy Trainings of the IBPO companies are viewed the same by both male and female respondents.

5.1.4 According to Civil Status

Table 36 displays the significant difference in the respondents' assessment on the cross-cultural literacy training of the IBPO companies where they are currently affiliated with when they are grouped according to civil status.

Table 36

Significant Difference in the Respondents' Assessment on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Civil Status

IBPO's Cross-Cultural Literacy Training VS Civil Status	Weighted Mean	F-value	P-value	Decision	Remarks
Single	5.76				
Married	6.00				
Legally Separated	5.63	4.353	.005	Reject Ho	Significant
Widow/er	5.40				

Table 36 presents that there is significant difference in the respondents' assessment of the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to civil status. It is shown on the table above an f-value of 4.353, p-value of 0.005, and the weighted values for single (5.76), married (6.00), legally separated (5.63), and widow/er (5.40).

This means that the assessment on the cross-cultural Literacy Trainings of the IBPO companies is viewed differently by different marital status.

5.1.5 According to Highest Educational Attainment

Table 37 shows the significant difference in the respondents' assessment on the cross-cultural literacy training of the IBPO companies where they are currently affiliated with when they are grouped according to highest educational attainment.

Table 37

Significant Difference in the Respondents' Assessment on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Highest Educational Attainment

IBPO's Cross-Cultural Literacy Training VS Highest Educational Attainment	Weighted Mean	F-value	P-value	Decision	Remarks
High School	5.44				
Vocational	5.72				
Bachelor's Degree	5.90	4.863	.001	Reject Ho	Significant
Graduate School	5.74				
Others (pls. specify)	5.92				

Table 37 shows that there is significant difference in the respondents' assessment of the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to highest educational attainment. It can be seen on the table above an f-value of 4.863, p-value of 0.001, and the weighted values for graduates of high school (5.44), vocational (5.72), bachelor's degree (5.90), graduate studies (5.74) and others (5.92).

This means that the assessment on the cross-cultural Literacy Trainings of the IBPO companies is viewed differently by respondents of different highest educational attainment.

5.1.6 According to Average Monthly Income

Table 38

Significant Difference in the Respondents' Assessment on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Average Monthly Income

IBPO's Cross-Cultural Literacy Training VS Monthly Income	Weighted Mean	F-value	P-value	Decision	Remarks
20,000.00 or less	5.65				
20,001.00-40,000.00	5.99	13.467	.000	Reject Ho	Significant
40,001.00-60,000	6.23				
60,001 or more	6.31				

Table 38 exhibits that there is significant difference in the respondents' assessment of the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to average monthly income. It is shown on the table above an f-value of 13.467, p-value of 0.000, and the weighted values for respondents with monthly income of 20,000.00 or less (5.65), 20,001.00-40,000.00 monthly income (5.99), 40,001.00-60,000 (6.23) monthly income, and 60,001 or more monthly income (6.31).

This means that the assessment on the cross-cultural Literacy Trainings of the IBPO companies is viewed differently by respondents of different monthly income.

5.1.7 According to Number of Years Working in an IBPO Company

Table 39

Significant Difference in the Respondents' Assessment on the Cross-Cultural Literacy Training of the IBPO Companies where they are Currently Affiliated with when they are Grouped According to Number of Years Working in an IBPO Company

IBPO's Cross-Cultural Literacy Training VS Years in IBPO Industry	Weighted Mean	F-value	P-value	Decision	Remarks
Less than 1 year	5.68				
1 to 3 years	5.82				
4 to 6 years	5.91	5.591	.000	Reject Ho	Significant
7 to 9 years	6.07				
10 years or more	6.52				

Table 39 displays that there is a significant difference in the respondents' assessment of the cross-cultural Literacy Training of the IBPO companies where they are currently affiliated with when they are grouped according to number of years working in an IBPO company. It can be seen on the table above the f-value of 5.591, p-value of 0.000, and the weighted values for respondents with less than 1 year working in an IBPO company (5.68), 1 to 3 years (5.82), 4 to 6 years (5.91), 7 to 9 years (6.07), and 10 years or more (6.52).

This means that the assessment on the cross-cultural literacy trainings of the IBPO companies is viewed differently by respondents of different number of years working in an IBPO company.

5.2 On Respondents' Level of Satisfaction

5.2.1 According to Position

Table 40

Significant Difference in the Respondents' Assessment on their Level of Satisfaction in IBPO Companies when they are Grouped according to Position

IBPO Companies' Employees' Level of Work Satisfaction VS Position	Weighted Mean	F-value	p-value	Decision	Remarks
Top Management	6.25				
Middle Management	6.22	1.153569	0.3952	Accept H_o	Not significant
First Line Management	5.93				
Front Line / Back Office	5.80				

Table 40 shows that there is no significant difference in the respondents' assessment on their level of satisfaction in IBPO companies when they are grouped according to position. It can be seen on the table above an f-value of 1.153569, p-value of 0.3952, and the weighted values for top management (6.25), middle management (6.22), first line management (5.93) and front line/back office (5.80).

This means that regardless of management level or position, respondents' assessment on the impact of their cross-cultural competency as employees in the IBPO companies are viewed the similarly by the different positions in the company.

5.2.2 According to Age

Table 41

Significant Difference in the Respondents' Assessment on their Level of Satisfaction in IBPO Companies when they are Grouped According to Age

IBPO Companies' Employees' Level of Work Satisfaction VS Age	Weighted Mean	F-value	P-value	Decision	Remarks
30 Y.O. <=	5.63				
31-40 Y.O.	5.61				
41-50 Y.O.	5.78	1.046	.383	Accept Ho	Not Significant
51-60 Y.O.	5.79				
61 Y.O. >=	6.48				

Table 41 exhibits that there is no significant difference in the respondents' assessment on their level of satisfaction in IBPO companies when they are grouped according to age. It is shown on the table above an f-value of 1.046, p-value of .383, and the weighted values for 30 years and below (5.63), 31-40 years old (5.61), 41-50 years old (5.78), 51-60 years old (5.79) and 61 years old above (6.48).

This means that the respondents' assessment on the impact of their cross-cultural competency as employees in the IBPO companies are viewed the same regardless of the age of the respondents.

5.2.3 According to Gender

Table 42 presents the significant difference in the respondents' assessment on their level of satisfaction in IBPO companies when they are grouped according to gender.

Table 42

**Significant Difference in the Respondents' Assessment on their Level of
Satisfaction in IBPO Companies when they are
Grouped According to Gender**

IBPO Companies' Employees' Level of Work Satisfaction	Weighted Mean	t-value	P-value	Decision	Remarks
Male	5.66	.287	.774	Accept Ho	Not Significant
Female	5.64				

Table 42 displays that there is no significant difference in the respondents' assessment on their level of satisfaction in IBPO companies when they are grouped according to gender. Table above shows an f-value of .287, p-value of .774, and the weighted values for male (5.66) and female (5.64).

This means that the respondents' assessment on the impact of their cross-cultural competency as employees in the IBPO companies is viewed the same by both male and female respondents.

5.2.4 According to Civil Status

Table 43 shows that there is no significant difference in the respondents' assessment on their level of satisfaction in IBPO companies when they are grouped according to civil status. It is shown on the table above an f-value of 2.141, p-value of .094, and the weighted values for single (5.61), married (5.76), legally separated (5.00), and widow/er (5.43).

Table 43

Significant Difference in the Respondents' Assessment on their Level of Satisfaction in IBPO Companies when they are Grouped According to Civil Status

IBPO Companies' Employees' Level of Work Satisfaction VS Civil Status	Weighted Mean	F-value	P-value	Decision	Remarks
Single	5.61				
Married	5.76	2.141	.094	Accept Ho	Not Significant
Legally Separated	5.00				
Widow/er	5.43				

This means that the respondents' assessment on the impact of their cross-cultural competency as employees in the IBPO companies is not viewed differently by different marital status.

5.2.5 According to Highest Educational Attainment

Table 44 shows that there is a significant difference in the respondents' assessment on their level of satisfaction in IBPO companies when they are grouped according to highest educational attainment. It can be seen on the table above an f-value of 7.275, p-value of .000, and the weighted values for graduates of high school (5.12), vocational (5.54), bachelor's degree (5.70), graduate studies (5.45) and others (5.96).

Table 44

Significant Difference in the Respondents' Assessment on their Level of Satisfaction in IBPO Companies when they are Grouped According to Highest Educational Attainment

IBPO Companies' Employees' Level of Work Satisfaction VS Highest Educational Attainment	Weighted Mean	F-value	P-value	Decision	Remarks
High School	5.12				
Vocational	5.54				
Bachelor's Degree	5.70	7.275	.000	Reject Ho	Significant
Graduate School	5.45				
Others (pls. specify)	5.96				

This means that the respondents' assessment on the impact of their cross-cultural competency as employees in the IBPO companies is viewed differently by respondents of different highest educational attainment.

5.2.6 According to Average Monthly Income

Table 45 shows that there is a significant difference in the respondents' assessment on their level of satisfaction in IBPO companies when they are grouped according to Average Monthly Income. It is shown on the table above an f-value of 5.915, p-value of .001, and the weighted values for respondents with monthly income of 20,000.00 or less (5.50), 20,001.00-40,000.00 monthly income (5.75), 40,001.00-60,000 (5.99) monthly income, and 60,001 or more monthly income (6.08).

Table 45

Significant Difference in the Respondents' Assessment on their Level of Satisfaction in IBPO Companies when they are Grouped According to Average Monthly Income

IBPO Companies' Employees' Level of Work Satisfaction VS Monthly Income	Weighted Mean	F-value	P-value	Decision	Remarks
20,000.00 or less	5.50				
20,001.00-40,000.00	5.75				
40,001.00-60,000	5.99	5.915	.001	Reject Ho	Significant
60,001 or more	6.08				

This means that the respondents' assessment on the impact of their cross-cultural competency as employees in the IBPO companies is viewed differently by respondents of different monthly income.

5.2.7 According to Number of Years Working in an IBPO Company

Table 46 exhibits that there is no significant difference in the respondents' assessment on their level of satisfaction in IBPO companies when they are grouped according to number of years working in an IBPO company. It can be seen on the table above the f-value of 1.799, p-value of .128, and the weighted values for respondents with less than 1 year working in an IBPO company (5.53), 1 to 3 years (5.71), 4 to 6 years (5.61), 7 to 9 years (5.73), and 10 years or more (6.10).

Table 46

Significant Difference in the Respondents' Assessment on their Level of Satisfaction in IBPO Companies when they are Grouped According to Number of Years Working in an IBPO Company

IBPO Companies' Employees' Level of Work Satisfaction VS Years in IBPO Industry	Weighted Mean	F-value	P-value	Decision	Remarks
Less than 1 year	5.53				
1 to 3 years	5.71				
4 to 6 years	5.61	1.799	.128	Accept Ho	Not Significant
7 to 9 years	5.73				
10 years or more	6.10				

This means that the respondents' assessment on the impact of their cross-cultural competency as employees in the IBPO companies is viewed differently by respondents of different number of years working in an IBPO company.

5.3 On Impact of Cross-Cultural Competence on the Respondents' Aptitude to Sustain in IBPO Companies

5.3.1 According to Position

Table 47 displays that there is no significant difference in the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to position. It can be seen on the table above an f-value of 1.153569, p-value of 0.3952, and the weighted values for top management (6.25), middle management (6.22), first line management (5.93) and front line/back office (5.80).

Table 47

Significant Difference in the Respondents' Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Position

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry VS Position	Weighted Mean	F-value	p-value	Decision	Remarks
Top Management	6.25				
Middle Management	6.22				
First Line Management	5.93	1.153569	0.3952	Accept H_o	Not significant
Front Line / Back Office	5.80				

This means that regardless of management level or position, the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies is viewed the same regardless of the position of the respondents.

5.3.2 According to Age

Table 48 presents that there is a significant difference in the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to age. It is shown on the table above an f-value of 4.982, p-value of .001, and the weighted values for 30 years and below (5.83), 31-40 years old (5.85), 41-50 years old (6.18), 51-60 years old (6.58) and 61 years old above (6.83).

Table 48

Significant Difference in the Respondents' Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Age

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry VS Age	Weighted Mean	F-value	P-value	Decision	Remarks
30 Y.O. <=	5.83				
31-40 Y.O.	5.85				
41-50 Y.O.	6.18	4.982	.001	Reject Ho	Significant
51-60 Y.O.	6.58				
61 Y.O. >=	6.83				

This means that the evaluation on the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies is viewed the same regardless of the age of the respondents.

5.3.3 According to Gender

Table 49 shows that there is a significant difference in the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to gender. Table above shows an f-value of .113, p-value of .910, and the weighted values for male (5.89) and female (5.88).

Table 49

Significant Difference in the Respondents' Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Gender

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry VS Gender	Weighted Mean	t-value	P-value	Decision	Remarks
Male	5.89	.113	.910	Accept Ho	Not Significant
Female	5.88				

This means that the evaluation on the cross-cultural Literacy Trainings of the IBPO companies is viewed the same by both male and female respondents.

5.3.4 According to Civil Status

Table 50

Significant Difference in the Respondents' Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Civil Status

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry VS Civil Status	Weighted Mean	F-value	P-value	Decision	Remarks
Single	5.84	.927	.427	Accept Ho	Not Significant
Married	5.94				
Legally Separated	6.08				
Widow/er	6.17				

Table 50 exhibits that there is no significant difference in the respondents' assessment on the impact of their cross-cultural competence on their aptitude to

sustain in IBPO companies when they are grouped according to civil status. It is shown on the table above an f-value of .927, p-value of .427, and the weighted values for single (5.84), married (5.94), legally separated (6.08), and widow/er (6.17).

This means that the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies is viewed the same by respondents of different marital status.

5.3.5 According to Highest Educational Attainment

Table 51

Significant Difference in the Respondents' Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Highest Educational Attainment

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry VS Highest Educational Attainment	Weighted Mean	F-value	P-value	Decision	Remarks
High School	5.56				
Vocational	6.17				
Bachelor's Degree	5.91	4.348	.002	Reject Ho	Significant
Graduate School	5.71				
Others (pls. specify)	5.87				

Table 51 displays that there is a significant difference in the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to highest educational attainment. It can be seen on the table above an f-value of 4.348, p-value of .002,

and the weighted values for graduates of high school (5.56), vocational (6.17), bachelor's degree (5.91), graduate studies (5.71) and others (5.87).

This means that the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies is viewed differently by respondents of different highest educational attainment.

5.3.6 According to Average Monthly Income

Table 52

Significant Difference in the Respondents' Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Average Monthly Income

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry VS Monthly Income	Weighted Mean	F-value	P-value	Decision	Remarks
20,000.00 or less	5.75	8.825	.000	Reject Ho	Significant
20,001.00-40,000.00	5.95				
40,001.00-60,000	6.36				
60,001 or more	6.14				

Table 52 shows that there is a significant difference in the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to Average Monthly Income. It is shown on the table above an f-value of 8.825, p-value of 0.000, and the weighted values for respondents with monthly income of 20,000.00 or less (5.75), 20,001.00-40,000.00 monthly income (5.95), 40,001.00-60,000 (6.36) monthly income, and 60,001 or more monthly income (6.14).

This means that the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies is viewed differently by respondents of different monthly income.

5.3.7 According to Number of Years Working in an IBPO Company

Table 53

Significant Difference in the Respondents' Assessment on the Impact of their Cross-Cultural Competence on their Aptitude to Sustain in IBPO Companies when they are Grouped According to Number of Years Working in an IBPO Company

IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry VS Number of Years in an IBPO Company	Weighted Mean	F-value	P-value	Decision	Remarks
Less than 1 year	5.73				
1 to 3 years	5.86				
4 to 6 years	5.99	4.855	.001	Reject Ho	Significant
7 to 9 years	6.03				
10 years or more	6.54				

Table 53 displays that there is a significant difference in the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to number of years working in an IBPO company. It can be seen on the table above the f-value of 4.855, p-value of .001, and the weighted values for respondents with less than 1 year working in an IBPO company (5.73), 1 to 3 years (5.86), 4 to 6 years (5.99), 7 to 9 years (6.03), and 10 years or more (6.54).

This means that the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies is viewed differently by respondents of different number of years working in an IBPO company.

Summative analysis of differences in the respondents' assessment on the cross-cultural literacy trainings, level of satisfaction, and impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to profile. First, based on the presented results related to the respondents' assessment on the cross-cultural Literacy Training, level of satisfaction, and impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to profile, the differences in the respondents' assessment on the three aforementioned dependent variables were found to be significantly different in two profile groups, highest educational attainment and Average Monthly Income. In this case, the rejection of the null hypothesis is indicative that it is probably true and, that it is not due to chance, that the respondents' assessment on the cross-cultural Literacy Training, level of satisfaction, and impact of their cross-cultural competence on their aptitude to sustain in IBPO companies are viewed differently when they are profiled based on highest educational attainment and Average Monthly Income.

Second, another independent variable, which emerged as a common profile in which respondents have characterized significant differences in their assessment on two of the three aforesaid dependent variables, is based on the number of years working in an IBPO company. In the same way, the rejection of the null hypothesis is

indicative that it is probably true and, that it is not due to chance, that the respondents' assessment on the cross-cultural Literacy Training and impact of their cross-cultural competence on their aptitude to sustain in IBPO companies are viewed differently when they are profiled based on their number of years working in an IBPO company.

Third, profiling based on civil status; the respondents have shown significant differences in their assessment on the cross-cultural Literacy Training of IBPO companies. Correspondingly, the rejection of the null hypothesis is indicative that it is probably true and, that it is not due to chance, that the respondents' assessment on the cross-cultural Literacy Trainings of IBPO companies are viewed differently when they are profiled based on their civil status.

Fourth, profiling based on age; the respondents have shown significant differences in their assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies. Likewise, the rejection of the null hypothesis is indicative that it is probably true and, that it is not due to chance, that the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies are viewed differently when they are profiled based on their age.

Lastly, based on the presented results related to the respondents' assessment on the cross-cultural Literacy Training, level of satisfaction, and impact of their cross-cultural competence on their aptitude to sustain in IBPO companies when they are grouped according to profile, the non-significant difference in the respondents'

assessment on the three aforementioned dependent variables were found to be true in two profile groups, position and gender. In this case, the acceptance of the null hypothesis is indicative that the respondents' assessment on the cross-cultural Literacy Trainings, level of satisfaction, and impact of their cross-cultural competence on their aptitude to sustain in IBPO companies are viewed similarly when they are profiled based on position and gender.

To support the discussions on each of the profiles above, below are thematic arguments that would help us better understand the relevance of the seven independent variables (position, age, gender, civil status, highest educational attainment, Average Monthly Income, and number of years working in an IBPO company):

In terms of position, responsibility, power, and/or recognition, earlier studies revealed that these characteristics often influence the level of job satisfaction and motivation at the workplace. It gets transformed into a component of self-esteem and therefore influences employee self-fulfillment (Kazemzadeh and Bashiri, 2005; Sharma and Jyoti, 2006; Mishra, 2007; Russell and Thite, 2008; Sengupta and Gupta, 2008, as cited in Sengupta, 2011).

In terms of age profile, studies conducted by Rhodes (1983), Ang et al. (1993), Herbert and Burke (1997), and Oshagbemi (1997) (as cited in Sengupta, 2011), concluded that age influences employee satisfaction. Researchers by Weaver (1978) and Lee and Wilbur (1985) (as cited in Sengupta, 2011), advocate that there are positive relationships between age and job satisfaction, whereas others put

forward a U-shaped relationship or insignificant relationship between age and job satisfaction (Herzberg et al., 1957; Singh and Singh, 1980, as cited in Sengupta, 2011).

In terms of gender, studies conclude that gender is a fundamental dynamic to job satisfaction (Mottaz, 1986; Goh et al., 1991; Mason, 1995, as cited in Sengupta, 2011). Studies by Bartol and Wortman (1975); Murray and Atkinson, (1981); Clark (1996, 1997); Sloane and Williams (1996); Ward and Sloane (1998) as cited in Sengupta, 2011) concluded that women are more satisfied than men, others concluded that men were more satisfied than women (Hulin and Smith, 1964; Forgionne and Peeters, 1982; Weaver, 1974; Shapiro and Stem, 1975, as cited in Sengupta, 2011**).** Nevertheless, it is significant that most of the research concludes that there is no significant difference between the sexes in relation to job satisfaction, particularly when a number of other variables were statistically controlled (Brief et al., 1977; Golembiewski, 1977; Weaver, 1978; Smith and Plant, 1982; Mottaz, 1986, as cited in Sengupta, 2011).

Earlier studies also propose that marital status has shown various results in relation to employee satisfaction. Fetsch and Kennington (1997, as cited in Sengupta, 2011) found a relationship between marital status and job satisfaction levels, that both divorced and married employees are more satisfied with their jobs than those who were never married, remarried, or widowed. Wickramasinghe and Kumara (2010, as cited in Sengupta, 2011) also found marital status to have a considerable effect on working hours and therefore employee attitude, whereas

Scott et al. (2005, as cited in Sengupta, 2011) found no significant relationship between marital status and the level of job satisfaction.

A number of research studies found that employee satisfaction differs by the highest level of education attainment (Lee and Wilbur, 1985; Rogers, 1991; Guimaraes and Igbaria, 1992, as cited in Sengupta, 2011). Studies produced incongruous results (King et al., 1982; Lee and Wilbur, 1985; Bedeian et al., 1992, as cited in Sengupta, 2011). The level of educational attainment affects one's work-related attitudes such as level of contentment or satisfaction, motivation, and contribution, presuming that one expects that responsibilities and rewards will differ as the level of education attained increases (Churchill et al., 1979, as cited in Sengupta, 2011). In line with this, Bilgic (1998, as cited in Sengupta, 2011) established that employees with a higher level of education attainment were more concerned with output and productivity and had less negative thoughts and feelings towards their work.

Similarly, the average monthly income, considered to be a crucial job-related characteristic, influences an employee's fondness for a job, level of satisfaction and organizational commitment (Grebner et al., 2003; Kazemzadeh and Bashiri, 2005; Siong et al., 2006; Sharma and Jyoti, 2006, as cited in Sengupta, 2011). Remuneration and promotions are linked to company policies, which influence employees' attitude towards work (Sharma and Jyoti, 2006, as cited in Sengupta, 2011).

Furthermore, earlier studies on the significance of duration of service or job term in relation to the employees' work satisfaction level found that job tenure, defined as the duration one worked in a specific position in an organization, can cause considerable variations in one's work-related attitudes (Guimaraes and Igbaria, 1992; Lim and Teo, 1998, as cited in Sengupta, 2011). When an employee is on the job for an extended period of time, his investment in both the job and the organization may be greater than an employee who is on the job for a shorter duration (Lim and Teo, 1998, as cited in Sengupta, 2011); and this could affect his intent to leave the organization, as well as his level of job satisfaction, and commitment to the organization (Lim and Teo, 1998, as cited in Sengupta, 2011).

6. Challenges Encountered in Working in an International Business Process Outsourcing Company When Dealing With Clients Coming From Other Cultures

Table 54 exhibits the frequency and rank distribution as identified by respondents as common challenges they encounter in IBPO industry. The table tells that the number one problem they encounter is Fluency (Accents and Vocabulary) followed by Lack of Common Ground (Language and Credit), Thought you had Agreement? Implicit versus Explicit Communication, Violations or respect hierarchy, and Differences in work norms and behaviors.

Table 54

Frequency - Rank Distribution as Identified by Respondents as Common Challenges they Encounter in the IBPO Industry

Challenges Encountered	Frequency	Ranking
Thought you had Agreement? Implicit versus Explicit Communication. *"This pertains to challenges about differences in interpreting the level of commitment behind agreements. For example, in America "yes" means "I agree," in Japan "yes" means "Yes, I am Listening." (Triandis, 1976, as cited in Behfar et al., 2006).*	207	3
Lack of Common Ground (Language and Credit) *"This pertains to challenges stemming from behaviors or business practices that interfered with coordinating work, but that were not based on innate prejudices (e.g. sexism or racism). For example, teams reported that challenges with language fluency often lead to unfairness in practice. Often, more fluent members got disproportionate amount of credit because they were better able to articulate their thoughts in client meetings than those who were using their second or third language." (Behfar et al., 2006).*	246	2
Fluency (Accents and Vocabulary) *"This pertains to challenges caused by negative reactions to accents and the different meanings of some words." (Behfar et al., 2006).*	320	1
Violations or respect and hierarchy *"This pertains to challenges caused by differing respect for status, the chain of command, and business practices that created unorthodox power differentials." (Behfar et al., 2006).*	192	4
Differences in work norms and behaviors *"This pertains to challenges caused by cultural differences about acceptable workplace behavior and expectations for the separation of personal and business time as well as concept on time, urgency and pace." (Behfar et al., 2006).*	183	5

The results showing majority of the respondents identifying fluency in accents and vocabulary as a challenge to their jobs as elements of the IBPO industry is supported by Behfar, Kern and Brett's (2006) study. They clarified that challenges because of difficulty in fluency are a result of negative response to pronunciation and accents and the diverse meanings of a number of words. They elucidated that more severe challenges stemmed from linking the lack of fluency with a lower level of intelligence. The issue was acknowledged as familiar within teams and with clients, and was typically related with amplified interpersonal stress. Less fluent members of

the team were generally given less respect or treated with more intolerance as they were trickier to understand. When it came to clients, it was ordinary for managers to get complaints linking difficult accents with lower customer service. Another challenge with language fluency is when team members use words with varied nuance and implication across cultures. Behfar, Kern and Brett (2006) noted that "language differences create the need for multicultural teams to deal with perceptions of unfair privilege, status, appropriately granting credit for work, and how to allocate work."

While the Philippines has an English-based curriculum starting from child preparatory level up to post-graduate schools, studies show that there still are problems with the English competency skills of a lot of those who graduated from college who should be ready looking for jobs. In reality, the IBPO industry has high demand for call center agents but could not fill this demand fast because of the problem in terms of fluency of the applicants. Given this, it goes to show that language is one that the government has to look into with serious consideration specially in ensuring that the Philippines is able to produce a set competent workforces who passed the standards acceptable by the industries that are expected to absorb them.

Colleges and universities, and even elementary and high schools have to align their course offerings and curriculum, thereby producing graduates with the appropriate skills and competencies.

Chapter 5

SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the findings of this study, presents the conclusions drawn from the findings and the recommendations offered to enhance this academic undertaking for future related studies.

Summary

This study sought to evaluate the effectiveness of the cultural flexibilities of the employees in some of the IBPO companies who participated in this research. Through this study the cross-cultural competence of the respondents were assessed and used as the basis for recommending possible solutions through developing programs cultivating individual work sustainability of employees in the concerned sector.

The researcher together with his adviser customized a questionnaire for the purpose of this study adapting the survey questionnaire used by Delgado (2000) for the satisfaction questions combined with Dean's (2007) questions related to cross-cultural literacy. Additionally, the research instrument included a set of five (5) problem choices that were adopted from Behfar, Kern & Brett's (2006) study on "Managing challenges in multicultural teams.".

The 513 respondents were composed of employees in the IBPO industry coming from at least twenty-five (25) IBPO companies distributed in different areas

of Metro Manila, Philippines where their organizations catered to clients based in other countries.

The researcher utilized the descriptive method of research to expansively and deeply analyze the problems as it worked on collecting significant information about the impact of the cross-cultural competencies of the respondents to their ability to sustain in the IBPO industry. With the use of the survey questionnaires distributed and responded to, the researcher leveraged on the data collected in describing, documenting, analyzing and interpreting the results to authenticate the hypotheses. Frequency and percentage distribution, mean rating scales, paired sample t-test, rankings and normal distribution were used in the process of applying descriptive research. On the other hand, analysis of variance was utilized to measure the respondents' evaluation on the cross-cultural literacy programs of the IBPO companies where they are currently affiliated with, their assessment on the impact of their cross-cultural competency as employees in the IBPO organizations, and their assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO organizations.

Findings

This research work produced a number of significant findings that supported the objectives as well as the hypothesis of the research work. The following are some of the significant findings of this endeavor explained accordingly based on the succession of problems stated in this research:

1. To summarize the profile of the respondents, the following are their basic characteristics: in terms of nationality, of the 513 respondents, 504 (98.25%) indicated that they are Filipinos while 9 (1.75%) decided to keep the information about their nationality private. In terms of position in the organization, the majority of the respondents were represented by 311 (60.62%) front line or back office staff and 8 (1.56%) top level managers. In terms of age, 314 (61.21%) were 30 years old and below and 3 (0.58%) were from 61 years old and above. In terms of gender, a little over half were females with a frequency of 282 (54.97%) while the males represented 231 (45.03%). In terms of civil status, majority were single (339 or 66.08%) and 3 or 0.58% were widow/ers. In terms of the level of highest educational attainment, 349 or 68.03% were bachelor degree holders and graduate school with 19 or 3.70%. In terms of level of income, majority of respondents (268 or 52.24%) were earning an average income of P20,000 or less monthly and 7 or 1.36% earned P60,0001 or more monthly. In terms of number of years working in an IBPO company, 203 or 39.57% have been working in an IBPO company for 1 to 3 years and 13 or 2.53% were working in an IBPO company for 10 or more years.

2. In spite of the differences in the respondents' position, age, gender, civil status, highest level of educational attainment, source of income, and number of years working in an IBPO company, the majority agreed with the notion that their organizations have provided them cross-cultural literacy training programs. However, it is very worth mentioning that across various different profiles

(position, age, income and length of service), there are groups of respondents who strongly agreed with the idea.

3. Evidently, those who identified themselves to belong to a group of those who hold top level management positions, 61 years old and above, earning more than P60,001 per month, and belonging to the industry for more than 10 years, were highly satisfied with the cross-cultural literacy programs and venues they have gone through and been exposed to, respectively. Also, the majority of the respondents expressed their work satisfaction in the IBPO industry regardless of which profile they belong to. In the same manner pointed out in the previous argument, of all the different categorical profiles, the same four profiles (position, age, income and length of service) have shown some notable results where respondents who hold top level management positions, 61 years old and above, earning more than P60,001 per month, and belonging to the industry for more than 10 years, expressing their high level of work satisfaction.

4. Further, the same group who holds the top level management positions, 51 years old and above, earning more than P40,001 per month, and belonging to the industry for more than 10 years expressed their strong agreement that the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies is highly positive.

5. Upon testing the significant difference in the respondents' evaluation on IBPO companies where they are currently affiliated with, it turned out that the null hypothesis, talking on cross-cultural literacy programs in particular, is rejected by

the respondents when they were profiled according to their civil status, highest educational attainment, level of income, and number of years working in an IBPO company based on their statistically significantly different views on the matter. Additionally, testing the null hypothesis on the level of work satisfaction in particular resulted into rejection when the respondents were profiled according to their highest level of educational attainment and level of income based on their statistically significantly different views on the matter. Lastly, when the differences in the respondents' assessment on the impact of their cross-cultural competence on their aptitude to sustain in IBPO companies were put to test, it appeared that the null hypothesis is rejected by the respondents only when they were profiled according to their age, highest educational attainment, level of income, and number of years working in an IBPO company based on their statistically significantly different views on the matter.

6. When the respondents were asked to identify the challenges they have encountered while working in an international business process outsourcing company when dealing with clients coming from other cultures, it was revealed that the number one problem they encountered was fluency (accents and vocabulary) followed by lack of common ground (language and credit), thought they had agreement with the clients- implicit versus explicit communication, violations of respect and hierarchy, and differences in work norms and behaviors.

Conclusions

Based on the data gathered, processed, and analyzed, the researcher has drawn the following conclusions:

1. Respondents were Filipinos, front line or back office staff, 30 years old and below, female, single, bachelor degree holders, earned an average income of P20,000 or less monthly, and have been working in an IBPO company for 1 to 3 years.

2. While the respondents across all profiles agreed positively with the cross-cultural literacy training offered by their organizations, it is apparent that there are still more room for improvement to increase their level of affirmation on the same.

3. Since the respondents have not classified their satisfaction in the extreme affirmative end, IBPO companies are left with much room for improvement. It is reasonable that IBPO companies should learn how to enhance their employees' satisfaction.

4. Based on the results of the survey, it can be concluded that in agreement with the previous research, a comprehension of the principles, morals, beliefs, values and attitudes of others from different cultures is vital not only for managers on overseas projects, but also for managers of local workforce that is quickly getting to be more diverse. Employees in organizations dealing with other players in a multicultural setting have a need to focus on a mindset that is filled with cultural flexibility to be able to foster an aptitude that helps enhance their individual work sustainability.

5. Position, responsibility, power, and/or recognition, often influence the level of job satisfaction and motivation at the workplace. Further, profiling the respondents based on average monthly income, the researcher concluded that in line with previous studies, income influences an employee's fondness for a job, level of satisfaction and organizational commitment. Remuneration and promotions are linked to company policies, which influence employees' attitude towards work. Lastly, given that the number of years of working in an IBPO company is also one of the factors considered where there is significant difference in the opinion of the respondents, the researcher affirms previous results that when an employee is on the job for an extended period of time, his investment in both the job and the organization may be greater than an employee who is on the job for a shorter duration; and this could affect his intent to leave the organization, as well as his level of job satisfaction, and commitment to the organization.

6. Fluency in accents and vocabulary is a challenge to the respondents' jobs. It goes to show that language is one that the government has to look into with serious consideration specially in ensuring that the Philippines is able to produce a set competent workforces who can pass the standards acceptable by the industries that are expected to absorb them. Therefore, colleges and universities, and even elementary and high schools have to align their course offerings and curriculum, thereby producing graduates with the appropriate skills and competencies.

Recommendations

Upon drawing conclusions based on the findings, the researcher came up with the following recommendations for cultivating employee work sustainability in the IBPO industry through developing employees' cultural competencies:

1. By helping them to become able individuals through undergoing seminars, trainings, exposures, where they are able to:

   ▪ Recognize the considerably huge influence of culture.

   ▪ Appraise cross-cultural associations and become observant pertaining to the dynamics that result from such.

   ▪ Develop their cultural familiarity and integrate this comprehension into their daily practice.

   ▪ Adapt to diversity.

2. The results call for introducing adjustments, changes, and adaptations to human resource management strategies and practices by considering any differences existing based on the demographic uniqueness of employees. Specifically, IBPO companies' cross-cultural literacy training requires more attention and dedication.

3. Acknowledging the limitations of this study where it exclusively used surveys to research on work-related satisfaction from the employees working only in IBPO organizations in Metro Manila, Philippines, and considers only seven factors such as position, age, gender, civil status, highest educational attainment, level of income, and number of years working in an IBPO company, future research studies would be advisable to further enhance the body of knowledge for

multiculturalism as applied to international organizations. Some of the areas that other researchers may consider would be factors like organizational culture, individual orientation, etc.

4. For future studies, IBPO employees being commonly tagged as "job hoppers" can provide an interesting element to this study.

5. Given that the results may be restricted because the research was performed in IBPO companies in the Philippines alone, the results may not hold true in other IBPO destinations like India, China, and many other countries to mention; hence, a comparative study is recommended.

6. Further studies could also consider other features – like social perspectives within organizations and in wide-ranging societies to appreciate how these factors could change, or not change at all, the results of this endeavor. Numerous variables can be used to uncover an additionally comprehensive picture.

7. Future studies can also centralize on topics beyond employee satisfaction like the promising model of employee delight and happiness.

8. Given that the study has further exposed the variables of employee satisfaction in Philippine IBPO companies, we can now work out further to see how each of the factors can be independently addressed to improve employee retention.

9. Lastly, to address the above recommendations, it is now essential to come up with action plans that would enable them to realize the above recommended goals that are deemed to enhance their cultural competencies.

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Appendix 1

REQUEST LETTER TO PRETEST THE SURVEY QUESTIONNAIRE

February __, 2015

XXX XXXXXX
XXX XXXXXX
XXX XXXXXX
XXX XXXXXX
XXX XXXXXX

Dear Mr. XXX,

I am a candidate for Doctor in Business Administration (DBA) at the Polytechnic University of the Philippines, currently conducting a study on my dissertation entitled "EMPLOYEE WORK SUSTAINABILITY IN SELECTED INTERNATIONAL BUSINESS PROCESS OUTSOURCING COMPANIES" in partial fulfillment of the program's requirements.

In this regard, may I request your esteemed organization as my pilot respondent to pre-test and complete the Survey Questionnaire which will gather information and/or data that I need to complete my study. Rest assured that all data obtained will be used solely for academic purposes and that the identity of the respondents will be kept in utmost confidentiality. You may wish to contact me at my mobile number +639494397000 or email at glennscabacang@yahoo.com.

Thank you very much for your kind assistance and cooperation.

Sincerely yours,

GLENN SANIANO CABACANG
Researcher

Appendix 2

REQUEST LETTER TO COMPLETE THE SURVEY QUESTIONNAIRE

March ____, 2015

XXX XXXXXX
XXX XXXXXX
XXX XXXXXX
XXX XXXXXX
XXX XXXXXX

Dear Mr. XXX,

I am a candidate for Doctor in Business Administration (DBA) at the Polytechnic University of the Philippines, currently conducting a study on my dissertation entitled "EMPLOYEE WORK SUSTAINABILITY IN SELECTED INTERNATIONAL BUSINESS PROCESS OUTSOURCING COMPANIES" in partial fulfillment of the program's requirements.

In this regard, may I request your esteemed institution to participate in my study by completing the Survey Questionnaire which will gather information and/or data that I need to complete my study. Rest assured that all data obtained will be used solely for academic purposes and that the identity of the respondents will be kept in utmost confidentiality. You may wish to contact me at my mobile number +639494397000 or email at glennscabacang@yahoo.com.

Thank you very much for your kind assistance and cooperation.

Sincerely yours,

GLENN SANIANO CABACANG
Researcher

Appendix 3

Survey Questionnaire

PART 1: PROFILE OF THE RESPONDENT

Instructions: Please check (√) the information in the appropriate box. Information gathered will be used solely for academic purposes

1.0 Name (Optional) _____

1.1 Company (Optional) _____

1.2 Nationality _____

1.3 Position
☐ Top Management
☐ Middle Management
☐ First Line Management
☐ Front Line/Back Office Staff

1.4 Age
☐ 30 years old and below
☐ 31 - 40 years old
☐ 41 - 50 years old
☐ 51 – 60 years old
☐ 61 years old and above

1.5 Gender
☐ Male
☐ Female

1.6 Civil Status
☐ Single
☐ Married
☐ Legally Separated
☐ Widow/er

1.7 Highest Level of Educational Attainment

☐ High School Diploma

☐ Technical, Vocational Diploma

☐ Bachelor's Degree

☐ Graduate School

☐ Others (pls. specify) _____

1.8 What is your average monthly income?

☐ P20,000.00 or less

☐ P20,001.00 - P40,000.00

☐ P40,001 - P60,000.00

☐ P60,001.00 or more

1.9 How long have you been in the international business process outsourcing industry?

☐ Less than 1 year

☐ 1 to 3 years

☐ 4 to 6 years

☐ 7 to 9 years

☐ 10 years or more

PART 2: ASSESSMENT OF THE CROSS-CULTURAL LITERACY TRAINING OF INTERNATIONAL BUSINESS PROCESS OUTSOURCING (IBPO) COMPANIES

Please encircle the number that represents your answer. Use the following seven-point rating scale.

1 – Strongly disagree; 2 – Disagree; 3 – Somewhat disagree; 4 – Neither agree or disagree;
5 – Somewhat agree; 6 – Agree; 7 – Strongly agree

2. IBPO's Cross-Cultural Literacy Training							
2.1 I have received the necessary amount of training and orientation sessions for me to get to know more about the culture I would be dealing with in my work.							
2.2 The training sessions and orientation have helped me cope with the challenges brought about by cultural differences amongst different stakeholders I deal with.							
2.3 I understood very well and appreciated the culture of the different stakeholders I deal with in my work after attending the cultural orientation sessions.							
2.4 The training and orientation sessions addressed a lot of important issues related to my job, particularly cultural barriers.							
2.5 My company has credible agents for preparing its employees in terms of readying people face cultural differences challenges.							

PART 3: EVALUATION OF THE LEVEL OF SATISFACTION OF EMPLOYEES IN IBPO COMPANIES

Please encircle the number that represents your answer. Use the following seven-point rating scale.
1 – Strongly disagree; 2 – Disagree; 3 – Somewhat disagree; 4 – Neither agree or disagree;
5 – Somewhat agree; 6 – Agree; 7 – Strongly agree

3. IBPO Companies' Employees' Level of Work Satisfaction							
3.1 I am well-compensated in terms of the kind of work required for me to perform despite all the pressures involved.							
3.2 The working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making my stay in the company enjoyable.							
3.3 The working conditions (amount of time spent training, cultural orientation, management support, etc.) help in making my stay in the company meaningful.							
3.4 I feel a sense of pride in doing my job as an employee in my IBPO company.							
3.5 There are excellent rewards for those who work in a multicultural setting.							
3.6 I am satisfied with the opportunity for advancement in my IBPO Company.							
3.7 The company sincerely cares for its employees.							

PART 4: IMPACT OF THE CROSS-CULTURAL COMPETENCE OF THE RESPONDENTS ON THEIR APTITUDE TO SUSTAIN IN IBPO COMPANIES

Please encircle the number that represents your answer. Use the following seven-point rating scale.
1 – Strongly disagree; 2 – Disagree; 3 – Somewhat disagree; 4 – Neither agree or disagree;
5 – Somewhat agree; 6 – Agree; 7 – Strongly agree

4. IBPO Companies' Employees' Cross-Cultural Competence and their Likelihood to Sustain in the IBPO Industry							
4.1 My cross-cultural competence is enough to let me weather through challenges in my company caused by cultural differences.							
4.2 I must be more flexible attitude-wise in order to fit into others' culture.							

PART 5: CHALLENGES ENCOUNTERED BY EMPLOYEES WORKING IN AN INTERNATIONAL BUSINESS PROCESS OUTSOURCING COMPANY WHEN DEALING WITH CLIENTS COMING FROM OTHER CULTURE

Kindly choose one or more from the 5 problems listed below that you encountered while working in an international business process outsourcing company when dealing with clients coming from other cultures. The five listed problems were adopted from Behfar, Kern & Brett's (2006) study on "Managing challenges in multicultural teams."

☐ Thought you had Agreement? Implicit versus Explicit Communication.
"This pertains to challenges about differences in interpreting the level of commitment behind agreements. For example, in America "yes" means "I agree," in Japan "yes" means "Yes, I am Listening." (Triandis, 1976, as cited in Behfar et al., 2006).

☐ Lack of Common Ground (Language and Credit)
"This pertains to challenges stemming from behaviors or business practices that interfered with coordinating work, but that were not based on innate prejudices (e.g. sexism or racism). For example, teams reported that challenges with language fluency often lead to unfairness in practice. Often, more fluent members got disproportionate amount of credit because they were better able to articulate their thoughts in client meetings than those who were using their second or third language." (Behfar et al., 2006).

☐ Fluency (Accents and Vocabulary)
"This pertains to challenges caused by negative reactions to accents and the different meanings of some words." (Behfar et al., 2006).

☐ Violations or respect and hierarchy
"This pertains to challenges caused by differing respect for status, the chain of command, and business practices that created unorthodox power differentials." (Behfar et al., 2006).

☐ Differences in work norms and behaviors
"This pertains to challenges caused by cultural differences about acceptable workplace behavior and expectations for the separation of personal and business time as well as concept on time, urgency and pace." (Behfar et al., 2006).

…………THANK YOU…………

Appendix 4

CURRICULUM VITAE

GLENN S. CABACANG

Personal Information

Address: 500 New Panaderos Ext., Brgy. 893, Santa Ana, Manila 1009

Tel. No.:   (63) (02) 405 4550

Handphone: (63) 9164379000
                (63) 9494397000

Email: glennscabacang@yahoo.com; glennscabacang@gmail.com

Birthday: 22 June 1984

Professional/Civic/Alumni Associations

Member	PUP DBA Society	2012 to Present
Member	American Marketing Association	2012 to Present
Member	American Management Association	2012 to Present
Member	Cameron University Alumni Association	2011 to Present
Member	UP Alumni Association	2006 to Present
Member	UP Visayas Alumni Association	2006 to Present
Member	Institute of Management Consultants USA	2012 to 2013
Web Editor/ Administrator/ Newsletter Layout Artist	Filipino – American Assoc. of Lawton/Fort Sill	2010 to 2013
Member	Proj. Mgt. Ins. – Oklahoma City Chapter	2010 to 2012

| Member | Proj. Mgt. Ins. – New York City Chapter | 2010 to 2012 |

Educational Attainment

Post Graduate

Doctor in Business Administration	-Graduated, May 2015
Polytechnic University of the Philippines	*(Expected)*
Sta. Mesa, Manila, Philippines	

Graduate

Master of Business Administration	-Graduated, July 2011
Cameron University	
Lawton, Oklahoma, USA	

Bachelor Degree

Bachelor of Science in Management	-Graduated, April 2006
University of the Philippines - Visayas	
Tacloban City, Leyte, Philippines	

Employment Background

Export Management Program	De La Salle-College of St. Benilde (Faculty) Manila, Philippines (OIC Chair)	2013 to Present 2015 to Present
Asst. Professorial Lecturer 2	De La Salle University – Dasmariñas Dasmariñas, Cavite, Philippines	2013 to 2014
Part-time Faculty	Jose Rizal University Mandaluyong City, Philippines	2012 to 2014
President/ Managing Director	Sphaera Consulting Manila, Philippines	2012 to Present
Entrepreneur	GSC Rice and Egg Dealer Mandaluyong City, Philippines	2012 to Present 2008 to 2009
Grad. Res. Asst./ Editorial Asst.	BBRC-Cameron University Lawton, OK, USA	2009 to 2011
Board Secretary/ Invest. Analyst	CCBIP-CU Foundation Lawton, OK, USA	2009 to 2010

Corp. Mktg. Asst.	Ayala Life Assurance, Inc. Makati City, Philippines	2006 to 2008
Res. and Training Asst.	One-Stop Shop Mgt Adviser of Land Equity Int'l. Tacloban, Leyte, Philippines	2005 to 2006

Professional Development
Continuing Education

University of Makati, Makati City, Phils.	Jan. 2013

"Training Methodology Plus for IT-BPO" by TESDA, BPA/P & University of Makati

University of Indianapolis, Indianapolis, Indiana, USA	Aug. 2011

Project Management Fundamentals

Academy of Learning, Essex, England, UK	Feb. 2009

Institute of Leadership and Management Level 3 Introductory Certificate in International Management

Certifications

Certificate of Competency – Training Methodology I	Apr. 2013

Technical Education and Skills Development Authority

Human Resource Certification	Jun. 2007

ExpertRating (http://www.expertrating.com) – Transcript ID: 1311642

Six Sigma Greenbelt Certification (Expert Level)	Jul. 2007

ExpertRating (http://www.expertrating.com) – Transcript ID: 1309861

Career Service Professional Eligibility	Apr. 2005

Civil Service Commission (Exam No: 140835)

Seminars/Conferences/Business Forum/Research Presentation

Certificate of Participation	Case Teaching Workshop Asian Institute of Management Asian Institute of Management Bldg., Makati City, Phils.; May 28-30, 2014
Certificate of Participation (Paper presentor – International Conference)	PRME Asia Research Conference (Socially Responsible Practices for Asian Businesses) Research Paper Presented: "Employee volunteerism and its moderating effects to job satisfaction: A case study on PhilAm Life Foundation's Corporate Citizenship Best Practices" Ateneo Professional Schools Campus, Rockwell Center, Makati City, Phils.; Nov. 13, 2013

Certificate of Participation (Paper presentor – International Conference)	*PRME Asia Research Conference (Socially Responsible Practices for Asian Businesses)* *Research Paper Presented: "Workplace spirituality as a preventive measure to attrition in Philippine BPO Companies"* Ateneo Professional Schools Campus, Rockwell Center, Makati City, Phils.; Nov. 13, 2013
Certificate of Participation (Local Conference)	*First National Business and Management Conference (Trailblazing New and Sustainable Business and Management Practices)* University of San Carlos, Cebu City, Phils.; Aug. 30-31, 2013
Certificate of Attendance	*Outcome-based Education Training (Syllabi Making)* Jose Rizal University, Mandaluyong City, Phils.; May 29, 2013
Certificate of Achievement	*"Supervise Work-Based Learning" by TESDA, BPA/P & University of Makati* University of Makati, Makati City, Phils.; Dec. 17, 2012
Certificate of Achievement	*"Conduct Competency Assessment" by TESDA, BPA/P & University of Makati* University of Makati, Makati City, Phils.; Dec. 17, 2012
Certificate of Achievement	*"Facilitate Learning Sessions" by TESDA, BPA/P & University of Makati* University of Makati, Makati City, Phils.; Dec. 14, 2012
Certificate of Achievement	*"Utilize Electronic Media in Facilitating Training" by TESDA, BPA/P & University of Makati* University of Makati, Makati City, Phils.; Dec. 11, 2012
Certificate of Achievement	*"Maintain Training Facilities" by TESDA, BPA/P & University of Makati* University of Makati, Makati City, Phils.; Dec. 11, 2012
Certificate of Achievement	*"Plan Training Session" by TESDA, BPA/P & University of Makati* University of Makati, Makati City, Phils.; Dec. 10, 2012
Certificate of Achievement	*"Describe IT-BPO Industry Basics" by TESDA, BPA/P & University of Makati* University of Makati, Makati City, Phils.; Dec. 5, 2012

Certificate of Recognition (Resource Speaker)	*Personal Financial Planning: Mapping Financial Freedom* St. Joseph House of Serenity, Malhacan, Meycauayan City, Bulacan, Phils. Oct. 28, 2012
Certificate of Participation	*Open Development Learning Session on Access to Information, Open Data, Open Knowledge and Open Tools (World Bank Knowledge for Development Center)* World Bank Knowledge for Development Center, Pasig City, Phils.; Sep. 17, 2012
Certificate of Appreciation (Resource Person)	*Demystifying the Law of Attraction: People, Purpose, and Passion* Technological Institute of the Philippines, Quezon City, Phils.; Sep. 7, 2012
Certificate of Participation	*PAGE-NCR in Pursuit of Quality and Relevant Graduate Education (8th Graduate Education Research Congress)* Emilio Aguinaldo College-Manila, City of Manila, Phils.; Sep. 1, 2012
Convenor	*"Taxes from the State Auditor's Point of View"* Speaker: Oklahoma State Auditor Gary Jones McMahon Centennial Center, Cameron University, Lawton, Oklahoma, USA; Feb. 24, 2011
Contributor	*The Economics of Sovereign Default (Research Poster Presentation with Dr. Syed Ahmed)* Cameron University, Lawton, Oklahoma, USA; Nov. 12, 2010
Convenor	*"2010-2011 Oklahoma Budget: The Good, the Bad, and the Ugly"* Speaker: Oklahoma State Finance Director Michael Clingman Shepler Center Ballroom, Cameron University, Lawton, Oklahoma, USA; Mar. 31, 2010
Convenor	*"Healthcare Reform"* Speaker: Oklahoma Insurance Commissioner Kim Holland CETES Conference Center, Cameron University, Lawton, Oklahoma, USA; Nov. 19, 2009

Certificate of Attendance	*Anti-Money Laundering Seminar* BPI Buendia Center, Sen. Gil Puyat Ave., Makati City, Phils.; Aug. 17, 2007
Certificate of Completion	*High Impact Bank Salesmanship* BPI Buendia Center, Sen. Gil Puyat Ave., Makati City, Phils.; May 7-8, 2007
Certificate of Attendance	*Seminar on Outsourcing and Labor-Only Contracting* Ritz Tower de Leyte, Tacloban City, Leyte, Phils.; Mar. 31, 2005
Certificate of Attendance	*Harnessing the Tide of Culture in the Human Resource Industry* Grand Boulevard Hotel, Roxas Blvd., Manila, Phils.; Feb. 12-13, 2005