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Title

The Impact of Corporate Governance Adoption on the Philippine Banking Industry

About the Author

Teresa Denise Dugay-Gregorio is currently affiliated with Land Bank of the Philippines as its Team Leader for the Financial and Administrative Team, Enterprise Systems Department. She is a Certified Public Accountant (CPA) as well as a Certified Information System Auditor (an international certification standard of achievement for those who audit, control, monitor and assess organization's information technology and business systems). She completed her Master in Business Administration (MBA) from the Trinity University of Asia and is presently pursuing her Doctor in Business Administration (DBA) program at the Polytechnic University of the Philippines (PUP).

Abstract

The Philippine Banking industry recognizes the fundamental importance of good corporate governance to a well- managed organization. It commits to uphold and protect the interests of all stakeholders in conducting business to maintain its solid reputation to the public, sustaining resiliency and enhancing sustainability. A key element of sound governance of banks through the Board is the oversight responsibility for risks and internal controls. It focuses on the effective implementation of risk policies and processes guided by the Bangko Sentral ng Pilipinas' (BSP) Guidelines, Laws and Regulations in strengthening corporate governance in supervised financial institutions and the SEC Code of Corporate Governance for Publicly Listed Companies in their corporate governance practices. This paper aims to assess the impact of the corporate governance adoption of the Philippine Banking Industry through the adherence to regulatory requirements, guidelines, laws, and regulations specifically the BSP requirements manifested by the board practices. Analyses were made through systematic review of secondary data like research papers, bank annual reports and corporate governance manuals. Results showed that the BSP's corporate governance regulations, as contained in Circular 283, Series of 2001, had a significant and positive effect on the practices of banks and bank directors as demonstrated through the considerable improvement of the Board in exercising their duties and responsibilities, prominent compliance to regulations through written policies, adoption and maintenance of adequate risk management and improvement on the shareholder value. Since banks are highly regulated, continuous adherence to BSP governance guidelines is necessary and part of the regulatory body function is to monitor and evaluate the compliance and implementation of good governance guidelines to ascertain whether the components of good governance are present and functioning.

Keywords: Corporate governance, banking, Philippine banking, laws and regulations

Title

Strategies of Leadership in the Food Industry

About the Author

Peter Andrew S. Dumanig is a professor at Adamson University where he teaches Applied Economics, Principles of Management and Public Relations. His exposure as a store manager for five years in McDonalds fast food chain, where he had the experience of simultaneously managing various locations, allowed him to gain relevant management experience. As a sign of his dedication to help further develop talents, he devotes some of his time in building leaders through education. Mr. Dumanig is a graduate of Bachelor of Science in Entrepreneurial Management at the Technological University of the Philippines (TUP). He took his Master in Business Administration at the Polytechnic University of the Philippines (PUP) Graduate School where he is also currently pursuing his Doctor in Business Administration (DBA) degree.

Abstract

This paper sought to find out the strategies of the leadership of several fast food chains such as McDonalds, Jollibee, KFC, Mang Inasal and Chowking. Results revealed that the customers' decision making will benefit these fast food chains. The study provided the information on what strategies of leadership the mentioned food chains need to undertake to cope with what the customers want in terms of food and services they offered. The firm will be equipped with strategies on how to attract dine-in consumers. The study used convenience sampling, Non-Probability Sample, to gather accurate data. Through survey, interview and observation, the paper showed that customers consider first the quality, product, price, place and promotional strategies of the fast food chain. Among the marketing strategies of each fast food chain, the food itself and the affordability of the price easily caught the attention of the customers since most of them belonged to the middle and lowest class or more commonly known as the "MASA". Fast food chains influence the customers through the food itself, price affordability, advertisement, food variety and store POP display.

Keywords: Infringe, quality, affordability, strategies, leadership, product, price and place

Title

The Role of Leadership, Management and Governance Towards Business Sustainability of a Construction Company

About the Author

Rosemarie D. Fabellon is a professor at San Mateo Municipal College where she is teaching accounting and taxation subjects. She also previously taught at Informatics Caloocan. Her wide exposure in business management allowed her to gain relevant experiences that she is proud to share with the future generation leaders. Her stints include being the owner of Fabellon Construction Development Corporate as its Vice President for Finance, as well as President of ELife Medical Inc. and ELife Trading. She used to be an Internal Auditor of Rex Group of Companies for eight (8) years. She is also currently the president of Inner Wheel Club of San Francisco, Del Monte. Ms. Fabellon is a graduate of Bachelor of Science in Accountancy (medalist) from the National College of Business and Arts (NCBA) where she also completed her Master in Business Administration. Strongly motivated to pursue excellence in education, she is presently pursuing her Doctor in Business Administration (DBA) degree at the Polytechnic University of the Philippines (PUP).

Abstract

The study determined the role of leadership, management, and governance towards FCDC business sustainability. Descriptive quantitative-qualitative research method was utilized through survey questionnaires and interviews. The researcher randomly selected 50 employees of FCDC, 10 officers and 40 employees from the construction site. The statistical tools employed were frequency, percentage and weighted mean. Findings revealed that the roles and responsibilities of FCDC were in pursuance to its vision, mission and strategies; and leadership and governance were observed in the operational risk management practices of FCDC. The author recommends that FCDC management should focus on the early intervention of safety programs. There should be constant monitoring on the actual site during and after the construction activities. In addition, a similar study may be considered covering more respondents and more FCDC construction sites.

Keywords: Leadership, management, good governance, business sustainability, construction

Title

Corporate Social Responsibility Community and Employee Responses:
The Case of Crushing Plants

About the Author

Jericho M. Inarda is an Assistant Professor II at the University of Rizal System and currently the Dean of College of Agriculture of Rodriguez Campus. He is a licensed Agricultural Engineer and a holder of Master of Science in Agriculture major in Agribusiness Management. Aside from being an academician, he used to handle various administrative positions in the said university. Engr. Inarda had various experiences in research and extension presentations local and international in scope. At present, he is pursuing his Doctor in Business Administration at the Polytechnic University of the Philippines Graduate School.

Analyn Valencia-Inarda is with the University of Rizal System Rodriguez Campus for sixteen years as Assistant Professor II. She particularly handles business subjects. She is a professorial lecturer in the Graduate School of the same university. She finished her Doctor in Public Administration at the Polytechnic University of the Philippines Graduate School. Dr. Inarda has various researches and extension projects completed and had them presented in local and international fora.

Abstract

This study aimed to know the implementation of corporate social responsibility of selected crushing plants in Rodriguez, Rizal. The subjects of the study were the employees involved in CSR implementation and community representatives. It utilized descriptive research with quantitative and qualitative approaches. The study was based on Carroll's (1999) pyramid of corporate social responsibility which includes legal, economic, ethical and philanthropic components in knowing the implementation. After the in-depth analysis of the numeric and qualitative data, the study revealed that the corporate social responsibility implemented by the crushing plants has yet to be institutionalized. It cannot be implicated as implemented according to what is objectively set by the organization since establishment of standardized procedures and programs were not yet in place. This made it difficult to conclude that they have sustainable CSR programs. Qualitative data showed that the most convincing problems arose on the CSR implementation, the abstracted details if given attention may contribute to the enhancement of activities to be conducted. Although crushing plants were the focus of the study, it did not emphasize and give more details on their environmental impact on the community.

Keywords: Corporate social responsibility, philanthropic, legal, economic, ethical, crushing plants

Title

Is There a Shift in Corporate Ownership from Concentrated to Dispersed?

About the Author

Elias B. Prieto, Jr. is an entrepreneur and currently actively engages in business management consulting projects. He graduated Cum Laude from Xavier University with a degree in Bachelor of Science in Business Administration major in Economics. He then earned his Master in Economics from the University of the Philippines, and Master in Business Administration from the Ateneo de Manila University. Currently, on top of his other social roles, he finds himself busy as a full-time doctoral student at the Polytechnic University of the Philippines Graduate School where he is pursuing his Doctor in Business Administration degree.

Abstract

Corporate ownership is an area in business governance that is well-researched. These researches range from the development of “theoretical model to better understand how the priorities of the board of directors are influenced by the ownership structure and how that affects firm performance” (Kurt A. Desender) to a study on the impact of “ownership structure on corporate tax avoidance” (Badertscher, Katz, Rego). This research paper would want to find out whether there has been a substantial transformation in the structure of corporate ownership worldwide, as well as in Asian companies. In the Philippines, what is practiced widely, especially in a growing globalization and sustained competitiveness in the business environment?

This research study will focus on whether there is a shift towards dispersed ownership from concentrated ownership. Journal publications and researches will be reviewed and analyzed. Their findings will be evaluated and assessed. Although some specific discussions, examples and research references cited by this paper may indicate advantages in the practice of one over the other, this paper will not delve into details whether one is better than the other or whether the adoption of one over the other would increase corporate profitability and value of investments of stockholders and stakeholders.

Keywords: Corporate ownership, dispersed ownership, concentrated ownership, profitability

Title

Corporate Governance on the Services of Car Dealers in Metro Manila

About the Author

Engr. Carlos Holgado Soriano is currently affiliated with AREZA Group of Companies and Ascendens Asia Philippines as a Lead Consultant, Cainta Catholic Colleges as a College Professor and Brent System Corporation as its Vice President for Operations. He earned his Master in Business Administration at the Polytechnic University of the Philippines Graduate School where he is also pursuing his Doctor in Business Administration degree.

Abstract

The main objective of the research was to create a learning reference in the modern environment of automotive industry corresponding to the user's lifestyle that will improve awareness and satisfaction through the corporate governance on the services rendered by the car dealers in Metro Manila. The study specifically aimed to update the previous study about the customers' level of satisfaction on the services of car dealers in Metro Manila which addressed: (1) the profile of the respondents in terms of age, sex, civil status, highest educational attainment, service availed in a year, brand of car being serviced and type of client; (2) the level of customer satisfaction on the car services offered by the automotive dealers in terms of product brand details, parts availability, repair maintenance and warranty issues; and (3) the significant difference in the respondents' assessment of their level of customer satisfaction to the car services offered by the automotive dealers when grouped by profile. One hundred fifty (150) respondents were purposively chosen. They were owners, user drivers and drivers/owners who have availed of the car dealers' services. Results showed the respondents' level of satisfaction on the car services rendered by the selected automotive dealers in Metro Manila. Building a better business relationship with the existing clientele through corporate governance is the vital part in sustaining business operation. Consequently, as an executive in this industry the author implies the importance of employer-employee and customer relations to maintain and even exceed expectation on service satisfaction. This study as a result will help improve business retention by way of analyzing awareness and satisfaction of the internal and external customers of the company. In the untiring cycle of automotive evolution nowadays, corporate governance plays a vital role in automotive dealership operation wherein service quality and customer contentment are directly proportional to stakeholders' revenue.

Keywords: Automotive dealer, car services, preventive maintenance service, product after-sales, user-driver, warranty.

Title

The Role and Responsibilities of an External Auditor in Corporate Governance

About the Author

Velissa C. Rubaya-Tolibas is a Certified Public Accountant (CPA) with a Master in Business Administration degree and currently enrolled in the Doctor in Business Administration Program of the Polytechnic University of the Philippines Graduate School. She is an accredited CPA in Public Practice and Commerce and Industry and accredited tax practitioner. She is a Certified Bookkeeper and Accredited Competent Trainer and Assessor in Bookkeeping of Technical Education and Skills Development Authority (TESDA) with a National TVET Trainer Certificate Level I in Bookkeeping and Trainers Methodology Certificate I. She works as an accountant and auditor (internal and external) from different companies for more than ten years now, tax and accounting professor from different private colleges and provides tax and business consultancy to clients. She is also a volunteer auditor of foundations like Jesus Christ Cares for Cancer Inc., and San Antonio Abad Parishioner's Foundations, Inc. She became the first school internal auditor of the Diocese of Antipolo of the different catholic schools and appeared in every School Board Meeting to act as an interpreter of the financial reports presented for the Board of Trustees. She is also an entrepreneur and general manager of VS Professional Services, a business, tax and accounting consultancy firm. She is a member of the Philippine Institute of Certified Public Accountant (PICPA) and Association of Certified Public Accountant in Public Practice (ACPAPP).

Abstract

Corporate governance presence is a must in today's business world to attain sustainability and success. Implementing the principles of good corporate governance allows the company to have a positive and improved environment in terms of finance and operations. One of its principles is transparency which refers to reporting. The stakeholders will increase their trust in the financial report generated by the company if an independent CPA or external auditor will verify and validate the fairness and reliability of the said record. External auditors play a vital part in corporate governance. He is with indirect responsibility in terms of corporate governance. The fairness and reliability of financial statements and responsibility to check the misappropriation of assets due to fraud or error still lie in the management though an external auditor provides opinion in the financial statements. In the light of the essential role of an external auditor in corporate governance, assuming that all applicants for external auditor already passed the licensure examination of being an accountant, there shall be a set of criteria to consider when hiring an external auditor such as technical know-how, professional skepticism, professional judgment, independence in fact and in appearance, objective mindset, eloquent communicator, with teamwork spirit, embrace and exhibit the professional ethics, courageous act with humility and loyalty and time management skills. Likewise, once an external auditor is chosen, assessment of the performance shall be measured to sustain the effectiveness of corporate governance in terms of reporting with transparency, reliability, objectivity and integrity.

Keywords: Corporate governance, external auditor, governance

Title

Contemporary Approaches to Governance and Corporate Leadership as perceived by PWD

About the Author

John Kaye Tabano, also known as JK, is a survivor of a quality exceptional life. She is happily married and is employed in an international private bank. She finished her Bachelor in Hospitality Management at the Pamantasan ng Lungsod ng Pasig, Master in Business Administration degree at the Pamantasan ng Lungsod ng Marikina and is currently working towards her Doctor in Business Administration degree at the Polytechnic University of the Philippines Graduate School.

Abstract

First, the paper describes the types of disabilities and how they are being categorized in the Philippines. It illustrates the background and continuous amended laws to suffice the needs and rights of PWDs; examines how the laws are implemented by the leadership of the previous to current administration, how corporate companies comprehend the laws and how these are perceived by PWDs; and looks over the leadership and corporate governance of the Philippine government. It exhibits the leadership style implementing rules across the country including corporate companies. Other articles define disability differently and, therefore, have other different results. European Commission (2004) identifies some key issues such as exclusion, marginalization, limited basic resources and access barriers, unemployment, poverty and political processes. Other studies enclosed the same problems encountered by PWDs but have different resolution depending on the country where the PWD lives. EU delegations and services should address these issues for the development and implementation of laws for PWDs across all nations. A study should be made to understand how PWDs are affected by leadership and good governance in the Philippines.

Keywords: Person/People with Disability, European Union

Title

The Purpose Driven Role of Transformational Leadership, Corporate Social Responsibility and Corporate Governance

About the Author

Noel Morillo Teves is a full-time instructor at the College of Business Administration, Adamson University where he is teaching management and marketing subjects and also a part-time professor at Santa Isabel College of Manila. His forte includes Advertising Management, Marketing Management, Operations Management, Quality Management and Strategic Management. This wide exposure in business management and marketing made him dynamic in the Institution. He is also an awardee for the Blessed Frederick Ozanam Award for his outstanding contribution uplifting the lives of persons in poverty through his selfless service, dedication and involvement in Santa Isabel's community extension services. Mr. Teves is a graduate of Bachelor of Commercial Science major in Management (April 2001) with an Associate degree in Informatics (March 1999) from Jose Rizal University (JRU). He also completed his Master of Business Administration in Adamson University (March 2005). A Strongly motivated person with passion in pursuit of academic excellence. He is presently pursuing his Doctor in Business Administration (DBA) degree at the Polytechnic University of the Philippines (PUP).

Abstract

This research article explores the purpose driven role of transformational leadership, corporate social leadership and corporate governance. It aims to substantiate the purpose driven role of transformational leadership as a direct influence to corporate social responsibility and corporate governance. The research stresses the views and opinions of different journal articles and their significance in today's organizations (contemporary and traditional) and individuals. The author made use of examples of real-life organizations and people to connect the concept and build enough supporting pieces of evidence that will show its essence. Research methods were utilized and literary reviews and different journal publications were employed to analyze the phenomena. Secondary information such as books, magazines and website were also included to further enhance the study. The author developed a conceptual framework through literature mapping. He suggests that the purpose driven role of transformational leadership, corporate social responsibility and corporate governance can be defined holistically. Findings of the research revealed that there is a gap in terms of the aspect of purpose driven role of transformational leadership, corporate social responsibility and corporate governance. The researcher proposed that further research is needed to refine the study empirically.

Keywords: Transformational leadership, corporate social responsibility and corporate governance.

Title

Strategies of Leadership and Corporate Governance in the Trading Industry

About the Author

Roxanne P. Velasquez is a Finance and Purchasing Officer of Computer Support Center, Inc. for nine (9) years. She is also a part time professor at Cainta Catholic College where she teaches Accounting and Taxation subjects. She worked as a Customer Service Staff at Wilcon Depot for two (2) years before she totally engaged in accounting, her field of expertise. Her wide exposure in the corporate world made her decide to put up her own business in the food industry. At present, she is the owner and Assistant Manager of Smoky Cuisine located at Manggahan, Pasig City. Ms. Velasquez is a graduate of Bachelor of Science in Accountancy (Scholar) from Virgen Milagrosa University Foundation in San Carlos City, Pangasinan. She also completed her Master in Business Administration in May 2016, where she obtained a flying color commendation from her panel of evaluators during her thesis defense. With the motivation she gained from her professor and thesis adviser in MBA, she decided to pursue her Doctor in Business Administration degree at the Polytechnic University of the Philippines Graduate School soon after her graduation in her MBA.

Abstract

The aim of the study is to assess the level of effectiveness of the strategies of leadership and corporate governance in the trading industry. In line with the globally competitive market, and in order for a business to grow, strategies of leadership and corporate governance are key concepts. However, the trading industry today is assessed “Effective” which is alarming and needs improvement. There was a strong reason to believe that the exponential decline in strategies of good leadership has been due to the deteriorating leadership and governance quality. Basing on the Agency Theory, Stewardship Theory, Resource-Dependence Theories and Stakeholder Theories, a questionnaire was developed and distributed to 300 respondents in the National Capital Region using convenience sampling technique. From the analysis, it was found that the overall strategies of leadership and corporate governance in the trading industry were relatively “Effective”. The major recommendation was: A good leader must not refuse; he must possess the ability to capture the attention of his staff and follow his command no matter what. He must always think of the welfare of the whole society; hence, to be able to earn the respect of one’s colleagues, he must be a good follower first. Setting himself as a good example is a way of earning trust. Still, every organization must comply with certain practices when presenting financial statements so that the readers of the statements can easily compare different companies and to promote transparency in terms of financial data. Also, it was found out that every organization in the trading industry must improve its Standard Operating Procedures. SOPs aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations. Therefore managers must reiterate to themselves that these practices must be strictly implemented and followed within the organization. These recommendations would improve management strategies and overall profitability.

Keywords: Leadership, corporate governance, trading, industry

Title

Direct Selling Promotional Strategies of the Apparel Industry

About the Author

Dr. Ruel S. Bunag is an outlet operator of Natasha and Marikina Shoe Exchange (MSE) for eleven (11) years. As an outlet operator, he gained significant experience in sales, marketing, business administration and management. He also organized workshops/seminars aimed at enhancing sales and management skills and competencies of dealers to help them improve their efficiency and effectiveness in dealing with the management of a direct selling business. Dr. Bunag tirelessly shares a part of his time as a professor at the University of Manila. And also this coming June he is the first Executive Vice President (EVP) at Theotokos of All Grace School at Towerville, Bulacan, a school founded by a religious organization of Eastern Catholic Orthodox. Dr. Bunag is a graduate of Master in Business Administration at the National College of Business and Arts (NCBA), Doctor in Business Administration at the Polytechnic University of the Philippines Graduate School (PUPGS), and Doctor of Philosophy and Doctor of Theology at Regent Evangelical College (REC).

Abstract

This study aimed to address the entire nation since direct selling is viable to assist Filipinos in their financial needs. It sought to provide information about the impact of direct selling on consumer buying preferences and promotional strategies to increase awareness on the benefits of direct selling that would result in improving the financial condition of the country through direct selling. Furthermore, it is also important for consumers to recognize their role in evaluating product comparisons. While advertisers are aware of the need for truth in advertising, sometimes their desire to sell products over-shadows an accurate disclosure of product attributes.

The researcher highlighted the importance of direct selling through the benefits individuals may gain if they will engage in this type of industry. For those who desired an opportunity to earn and build a business of their own, it offers an alternative to traditional employment for those who desire a flexible income earning opportunity to supplement their household income or whose responsibilities or circumstances do not allow for regular part-time or full time employment; which in many cases, direct selling opportunities develop into a fulfilling career for those who achieve success and choose to pursue their independent direct selling business on a full time basis.

Keywords: Direct selling, strategies, advertising, alternative income

Title

Determinants of Language and Cognitive Skills Acquisition Among Filipino Children

About the Author

Desserie T. Maynes is a faculty member of the Department of English, Foreign Languages and Linguistics-Polytechnic University of the Philippines. She handles English subjects and Thesis writing in the undergraduate programs and Research I and II in the MBA Program. She earned her Master in Language Teaching and Doctor in Educational Management degrees at the PUP Graduate School (PUPGS). She is formerly the PUPGS Secretary and currently the PUPGS Associate Dean.

Abstract

The core of this research is centered on knowing the factors that affect the language and cognitive skills acquisition of Filipino children. With such an aim, the researcher dug into the issues on determining the variables that may influence children's manner of learning and teachers' method of teaching in the Philippines. Gathered from the primary data given by the Early Childhood Care Development (EDDC), the author identified the profiles of the teachers (in terms of age, educational background, region where they work, number of teaching years, number of training, and their medium of instruction), students (in terms of age, gender, and region where they belong to), and parents (in terms of mother tongue and highest educational attainment); the level of students' language and cognitive skills; and the variables that significantly affect the language and cognitive skills of the students. A total of 78,787 students and 3,484 teachers from regions 1-12, Caraga, Cordillera Administrative Region, National Capital Region, and Autonomous Region in Muslim Mindanao were involved in the research. Aside from demonstrating the characteristics of the students, parents, and teachers who took part in the study, an emphasis was also addressed on the levels of language and cognitive skills of the students and the aspects that affect them. Moreover, Mother-Tongue-Based Multilingual Education (MTBMLE), a teaching concept upheld by the Department of Education, was expounded as the results have strongly linked language and education—components featured in the newly implemented K-12 curriculum which is gaining support from the academic communities. It was concluded that students' age and region significantly affect the students' language skills and students' age, gender and region were significant in their cognitive skills; whereas, gender and class were not significant in language skills and cognitive skills respectively. Teachers' age, elementary teaching experience, preschool teaching experience, total teaching experience, number of training and medium of instruction were found to be significantly affecting the language skills of the students and teachers' age, educational background, region they work in, preschool teaching experience, early childhood teaching experience, total teaching experience, number of training, and medium of instruction were found significant in the students' cognitive skills; while, teachers' educational background, region, early childhood teaching experience were not significant. Parents' language and educational attainment were found essential to their child's language skills development and parents' educational attainment were significant in the students' cognitive skills; consequently, parents' language were insignificant.

Keywords: Language skills, cognitive skills