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Research Paper

Real Estate Agents' Personal Work Values Vis-A-Vis Their Perceptions on the Developer's Organizational Values

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Abstract

The alignment between a developer's organizational and personal work values underscores the importance of person-organization fit. This study aimed to explore the relationship between real estate agents' personal work values and real estate developers' organizational values. The quantitative research employed both descriptive and inferential statistical tools to analyze the frequency and correlations among variables. To establish the correlation between respondents' perceived competencies and personality traits, Spearman's Rho and Kruskal-Wallis tests were used. The results indicated that the five subscales of personal work values were deemed extremely important by the respondents, while two subscales were considered essential. Employees prioritized factors such as salary, welfare, awards, honesty, integrity in the workplace, reputation, health, and a safe working environment. Regarding organizational values, employees rated all seven subscales as very important. The findings suggest that organizations must address employee needs to enhance productivity and performance. Moreover, personal work values were significantly related to organizational values, with employees' values aligning with the organization's goals. This alignment fosters stronger employee commitment. Understanding and integrating personal and organizational values is essential for improving employee morale and dedication to the organization.

Keywords: *Personal Work Values; Organizational Values; Real Estate Agents, Real Estate Developer, Perception*

INTRODUCTION

Organizations are socially constructed systems of material practices, assumptions, values, and beliefs that guide and shape individual and collective behaviors (Erkus & Dinc, 2018; Ralston et al., 2018; Spieth & Schuchert, 2018). An organization can be easily defined as a group of people working together for a common purpose (Kozlowski & Ilgen, 2006). It brings together people of different cultural backgrounds, ideologies, and personalities. While these people may be directed toward the attainment of a common goal, their personal values may have a substantial impact on how they carry out their individual tasks and how they interact with each other (Smith, 2011). Parks-Leduc et al (2015) noted that these values are deeply rooted in the lives of people that comprise broad personal target goals. As such, they influence much of the perceptions and perspectives of people about things that are happening around them.

Personal values are defined as strong, trans-situational, desirable goals that serve as guiding principles in people's lives (Sagiv & Schwartz, 2022). These features of values have consequences for individuals' choices and behaviors (Arieli et al., 2020). With personal values integral to the personality of an individual, an organization becomes an intersection of diverse perspectives among its employees. Regardless of the structure of an organization, employees should interact with each other to coordinate their actions and attain desired outputs. The personal values of the people within the organization are expected to be influenced.

Kang et al. (2020) found that in the process of employee engagement, employees' perceptions of an organization's commitment to its values, along with respect and inclusion, were the strongest predictors of engagement. Their findings suggest that employees prioritize feeling treated fairly because this sense of fairness contributes more to workplace safety and engagement than simply being treated respectfully. In the study of Saeed et al. (2023), they evaluated the impact of employee

participation during decision making and found out that employees rigorously follow this strategy, employees who feel that they belong and organization consider their insights there are likely motivated and increase their productivity.

Organizations also create their own sets of values from which employees anchor their organizational behavior. Organizational values are a set of beliefs that guide organizational employees in choosing and evaluating actions (Fotaki & Voudouris, 2020). In addition, Saheb and Mamaghani (2021) found that the most critical organizational values of blockchain in the banking industry are related to business operations, which will increase the transparency, traceability, and trustworthiness of business processes. This indicates that the congruence between individual and organizational value results in positive employee workplace outcomes.

This study focused on two variables, namely, the developer's organizational values and the agents' personal work values, highlighting a person-organization fit. According to Arieli et al. (2020), person-organization fit highlights the importance of understanding the impact of personal values to the organizational values of an enterprise. In organizations, aligning employee performance with shared organizational and individual values is often key to improving employee performance. Understanding person-organization fit helps companies identify employees who align with their values and beliefs while fostering experiences that strengthen this alignment (Kaur & Kang, 2021). This study underscores that it is essential to examine the relationship between the personal traits of individual employees and the organization as a whole to better describe policies and programs that support institutional goals. It is in this light that the personal values of individual employees may play a significant role in the overall organizational values of the company. With people in the organization working together toward a common goal, it is comprehensible that they will have to deal with values that may be peculiar to them but common to the organization. The prevailing human interactions within organizations make it a suitable subject for understanding the relationship between personal and organizational values.

The aim of this study is to investigate the relationship between personal and organizational values. This study specifically aimed to answer the following questions:
1. How may the demographic profile of respondents be described in terms of
    a. Age
    b. Gende
    c. Civil status
    d. Average monthly income
    e. Number of years working with the company
2. How may respondents' personal work values be described in terms of
    a. economic values
    b. social values
    c. moral values
    d. spiritual values
    e. professional values
    f. aesthetic values
    g. physical values
3. How may respondents describe their organizational values in terms of
    a. economic values
    b. social values
    c. moral values
    d. spiritual values
    e. professional values
    f. aesthetic values

g. physical values
4. Is there a significant difference between the respondents' and
    a. personal work values
    b. organizational values
5. Is there a significant relationship between the respondents' assessment of their personal work values and organizational values?

LITERATURE REVIEW
Personal Values

A value is defined as an enduring belief of a socially preferable conduct (Black et al., 2022). In a sense, values are used by individuals to determine whether an action is good, bad, important, or not, and so forth. As such, values provide guidelines for people on how they should behave in various circumstances. Moreover, they are used in judging the behavior of other people.

Values play an outsized role in the visions, critiques, and discussions of politics, religion, education, and family life. Despite the attention values receive in everyday discourse, their precise definitions and interpretations often remain contested and subject to debate, reflecting the complexity and diversity of human perspectives (Sagiv & Schwartz, 2022).

Gamage et al. (2021) mentioned that values play a crucial role in shaping decisions, choices, perceptions, and attitudes. Research on personal values has revealed their significant influence on decision-making across various areas of life, including career, religion, social relationships, and self-identity. Personal values can also be understood as desirable motivational goals, individual interests, and guiding principles. Furthermore, they are often regarded as intangible mental constructs and outcomes of cognitive development. Therefore, values can be viewed as psychological perceptions or states of mind that reflect an individual's personality. Recognizing and embracing personal values is essential for self-growth and understanding one's existence in different contexts. Similarly, appreciating the values held by others is equally important for fostering mutual understanding and respect.

Personal values are relatively stable because they are developed throughout the lifetime of an individual. The experiences of a person from the time he/she could remember form the essential part of his/her values formation. As one grows older, these values are tested by situations that force the individual to confront his/her ideals and reestablish grounds, which he/she eventually uses to interact with other people (Black et al., 2022).

Furthermore, personal values significantly influence all aspects of an individual's life. Understanding the concept of personal values is a difficult process. Personal or individual values are the values to which an individual is committed that influence his or her behavior (Gamage et al., 2021).

The personal values of individuals strongly affect the ethical climate within an organization (Banagbanag, 2019). Although personal values are individualistic, they are still influenced by societal and cultural factors. This implies that the formation of these values depends on the type of environment from which an individual comes from. In turn, the personal values of other people can also be potent variables that can influence the values of other people.

In the context of an organization, personal values are brought by individuals at the moment they decide to apply for a position in the company. While people are unique entities, they still need to recognize the existing culture within the organization because this unites the entire diverse group. In the process of introducing oneself to the group, the individual puts forward his/her own personal values and tests whether this could fit within the existing culture of the organization. Adjustments are made by the individual following the shared values of the organization.

Conflicts may arise when individuals cannot find an appropriate fit between personal and organizational values. In these cases, while individuality is recognized, managers often turn to organizational values to ensure that processes are followed efficiently and protocols are properly observed. As such, an organization cannot afford disruptions in its processes simply because of the inconsonance of values between individuals and most organization.

Organizational Values

Di Lauro et al. (2023) defined organizational values as unitary, fully formed, and stable entities. They identified four distinct forms of organizational values: attributed, shared, aspirational, and espoused values. Organizational values are considered a fundamental pillar of company culture because they create a sense of purpose among employees, strengthen colleague relationships, and enhance commitment to the organization. In addition, these values guide daily actions, foster motivation, and align employees with the company's goals. By effectively communicating organizational values, organizations can increase employees' awareness of expected behaviors.

Peters (2018) explained that organizational values should be operationalized in the sense that they should be used in the decision-making process within the group. However, to do this, there is a strong need for these values to be communicated and lived from top management to rank-and-file personnel. When these values are realized, they can guide the entire organization toward prioritizing actions within the ambit of operations of the group. A more substantive influence of realized organizational values is the empowerment of people as they are quick to decide on crucial matters and understand that everything should be anchored on a common ground.

Grobelny (2021) examined the relationship between an organizational climate and behaviors harmful to the organization. The findings confirmed that a higher rating of organizational climate is associated with reduced counterproductive work behaviors, including abuse, sabotage, theft, and withdrawal. Furthermore, unethical work behavior is less frequent in organizations characterized by good organizational behavior, effective reward systems, and a warm, supportive atmosphere.

Salem and Hashem (2023) conducted a comparative study of family-owned and non-family-owned enterprises to assess their organizational climates. They found that family-owned businesses prioritize protecting and enhancing their socioemotional endowments by cultivating stronger perceptions of organizational care among their employees, compared to non-family firms.

Gao et al. (2020) asserted that transformational leadership (TL) can significantly reduce real estate sector turnover. Moreover, TL is pivotal for fostering attitudes essential for achieving strong performance outcomes.

Kicir & Altunoglu (2024), in their study involving open education faculty, revealed that culture displays transformative leadership as it plays a role in the construction of institutions, laws, fundraising, public opinion, human resources, and organizational structures.

Pelagio-Rodriguez and Hechanova (2014) studied the relationship between the cultural variables of Philippine-based companies and their ambidexterity. They found power distance and collectivism to be significantly related to ambidexterity, but uncertainty avoidance is not supported.

Racelis (2014) conducted a survey among Filipino employees to determine the characteristics of managers that they would want to have. She found that most of the employees considered honesty and competence, self-confidence, innovativeness, ambition, kindheartedness, and security the most compelling traits. These same traits have been identified in the literature as essential in shaping organizational climates. This study provides baseline data on the relationship between personal and organizational values and organizational commitment.

Personal Work Values vis-à-vis Organizational Values

The fit between personal and organizational values can be viewed from two distinct perspectives. First, it creates a rich and diverse ground for people that may enable them to have a wider appreciation of the organization. On the other hand, it can also result in conflicts that must be addressed efficiently by management. Regardless of which side of the spectrum is taken, the relationship between personal and organizational values cannot be set aside because they may affect the operations of an organization. Abu-Shamaa et al. (2015) asserted that values within an organization can affect employee commitment to a company. Concomitantly, organizational commitment can affect employee performance. In Erarslan and Altindag (2018), it was mentioned that employees with high organizational commitment consider their personal and organizational values equal, and they demonstrate high job performance.

Sousa and Porto (2016) explained that the potential relationship between work and organizational values can be axiological. This means that shared values within an organization may affect the personal values of its members. Such relationships can explain many dynamics that occur among employees. Further, this could also contribute to understanding how employees contribute to the formulation of relevant policies, goals, and strategies.

Mansour et al. (2022) emphasized the importance of organizational values and their relationship to employee performance. They specifically explained that nonprofit organizations do not significantly differ in their organizational values. Furthermore, they analyzed how high-performance human resource management practices and affective commitment influence employee readiness for change, which is positively associated with individual performance.

Chakraborty (2017) considered how the connection between commercial enterprise and individual traits is creating in Western and Asian agencies. The choice of assessments of Western corporations essentially implies estimations of the organization, which emphasize its objective characteristics. Posner (2010) posited that a representative should conform to the organization. Nevertheless, most corporations in Asian nations seem to select values that are somewhat distant because the emotional character of people must extend the presentation adequacy of the organization. Right now, values grow to be a bigger element than hierarchical features. Be that as it may, as it became noticed, the culture can lead to the approaches of answering the task.

Kaur and Khang (2021) mention in their study that the theory of person-organization fit is based on the presumption that individuals are attracted toward similar others because their interactions with them reinforce their own beliefs. The fundamental premise is that individuals tend to favor work environments that enhance their self-identity. Since values play a crucial role in shaping how people interpret situations and determine appropriate behaviors, aligning values is key to successfully adapting in the workplace. Consequently, individuals are likely to feel greater satisfaction when their subordinates, colleagues, and supervisors share similar values and are more inclined to resonate with organizations that embody their preferred value system.

The real estate sector has always been vulnerable to economic, cultural, political, ethical, legal, environmental, and technical crises (Kaklauskas et al., 2010). Unlike other industries, the sector is highly dependent on people rather than machinery (Fidalgo & Gouveia, 2012). As such, companies invest a significant amount of resources in training their employees. In return, company owners expect that these people will stay and perform at their prime while working with their supervisors, fellow employees, and clients.

RESEARCH METHOD

This study employed a descriptive correlation design. Two hundred four (204) agents from two prime real estate development companies in the Philippines participated in the study. The questionnaire derived from the work of Vveinhardt and Gulbovaite (2018) was used in this study.

In the present study, the personal work values questionnaire registered a Cronbach's alpha of 0.973, and the subscale had a Cronbach's alpha of 0.921 for economic values, 0.885 for social values, 0.879 for moral values, 0.908 for spiritual values, 0.908 for professional values, 0.857 for aesthetic values, and 0.886 for physical values. For the organizational values scale, the Cronbach's alpha is 0.965, and the subscale has a Cronbach's alpha coefficient of 0.902 for economic values, 0.683 for social values, 0.948 for moral values, 0.932 for spiritual values, 0.971 for professional values, 0.884 for aesthetic values, and 0.934 for physical values.

FINDINGS AND DISCUSSION

Table 1 presents the demographic profile of the respondents. The majority of the respondents in this study were 18-29 years old, mostly female, single, receiving a monthly salary of ₱10,001-₱20,000, and having been in the company for one to three years. This indicates that the respondents included in the study were young, new employees. This supports Lee (2020) that the real estate industry remains an attractive sector for fresh graduates. A young workforce may lack professional experience, but they can bring in new ideas and innovative solutions that are needed in the real estate industry. Dellova and Tian (2023) revealed that senior employees have extensive experience and industry knowledge, whereas younger employees have fresh ideas about innovations. While there has been an obvious rise in the industry over the past 10 years, the sector is still struggling to retain employees because of the high turnover rate. This leads to more new hires compared with employees who have stayed in the company for more than 10 years (Lee, 2020; Hipolito, 2020). In terms of salary, the Economic Research Institute indicated that the average monthly income of a real realtor with 1-3 years of experience is around P18, 600.00.

Table 1. Demographic Profile of Respondents

Demographic profile	Frequency (F)	Percentage (%)
Subdivision		
Subdivision 1	102	50
Subdivision 2	102	50
Age		
18-29	**126**	**61.76**
30-45	66	32.35
46-60	12	5.88
61 and above	0	0
Gender		
Male	88	43.14
Female	**116**	**56.86**
Civil Status		
Single	**127**	**62.25**
Married	75	36.76
Separated	2	0.98
Average Monthly Income		
10,000 and below	21	10.29
10,001-20,000	**92**	**45.1**
20,001-30,000	67	32.84
30,001-40,000	16	7.84
40,001-50,000	4	1.96
50,001-60,000	2	0.98
60,001 and above	2	0.98
Years in the company		

Demographic profile	Frequency (F)	Percentage (%)
Less than a year	25	12.25
1-3 years	**110**	**53.92**
4-7 years	36	17.65
8-11 years	12	5.88
More than 11 years	21	10.29

Comparison of Personal and Organizational Values

Table 2 presents the mean comparison of personal and organizational values. The results revealed that the five subscales of personal work values namely, economic values, moral values, spiritual values, aesthetic values, and physical—are extremely important, while social and professional values are very important. In the seven subscales of personal work values, the mean score of physical values (5.27) was greater than the six subscales, indicating that employees are concerned about the working environment and the safety and health protocols of their organizations. Employees who work on site are more concerned with their health and safety. Overall, the descriptive rating of personal work values is extremely important. Even before the pandemic, employees were really concerned about workplace set up, working conditions, and a secure workplace, mainly because employees can work effectively and efficiently if they have a good working environment. It is easy for them to perform tasks if they feel comfortable with their working environment. The company must satisfy the needs of its employees by providing a good working environment that is secure with job security, employee's safety, appreciation of the performance, motivating facilities, and maintaining good understanding among coworkers and supervisors (Taheri et al., 2020). The company must satisfy the needs of its employees by providing good working environment fulfills with the job security, employee's safety, appreciation of the performance, motivating facilities, and maintaining good understanding among the coworkers and supervisors (Taheri et al., 2020). Sakinah et al. (2023) estate that a company with conducive work environment tend to foster higher levels of employees job satisfaction. However, the personal social values (5.04) have the lowest mean score. This shows that social values are less important than other subscales of personal values. Even though respondents have a basic need for belongingness and connection, these values are not the main concern of employees in terms of their personal work values.

In terms of organizational values, the study revealed that the mean score of organizational values is high, which means that all items are "very important." In the seven subscales of organizational values, the mean score of moral values (5.08) is greater than the six values, which means that the employees want to work in an organization wherein honesty and integrity are among the top priorities of the organization, as well as the morality of their employees. Monga (2016) indicated that integrity is about ethical behavior, which is communicated by management as doing the right thing, transparency, ethics, keeping one's word, honesty, being harmonious, being held responsible, and being true to the values of the management. It also suggests that the nature of integrity derives from a person who is strongly moral reflective, committed, and adherent to ethical values and beliefs. The results show that the organization also encourages open knowledge and information sharing in the workplace because employees have the right to know what is happening inside the organization. Dellova & Tian (2024) found that organizational learning has a direct positive effect on organizational performance. Organizational learning plays a vital role in enhancing employees' skills over time by allowing them to gain experience and transform that experience into knowledge that can be shared across the organization. Moreover, the other subscales of organizational values are considered critical to respondents. Moreover, the other

subscales of organizational values are considered critical to respondents. However, the professional values (4.94) and organizational physical values (4.94) garnered the lowest mean scores compared with the other subscales of the organizational values. Furthermore, the comparison of each subscale shows that personal economic values are extremely important compared to respondents' perception of organizational economic values. In terms of personal and organizational social values, both subscales are essential. Personal moral values are extremely important compared to the respondents' perception of organizational moral values. Personal spiritual values were also revealed to be extremely important to the respondents compared to the respondents' perception of organizational spiritual values. Personal and organizational professional values are crucial to respondents. The personal aesthetic values revealed to be extremely important to the respondents compared to the perception of the respondents toward the organizational aesthetic values. Moreover, personal physical values were also revealed to be extremely important to respondents than the perception of their organizational physical values.

Table 2. Comparison of Personal and Organizational Values

Personal Work Values	Mean	SD	Interpretation	Organizational Values	SD	Mean	Interpretation
Economic Values	5.23	0.534	EI	Economic Values	0.585	5.07	VI
Social Values	5.04	0.51	VI	Social Values	0.71	5.07	VI
Moral Values	5.23	0.53	EI	Moral Values	0.616	5.08	VI
Spiritual Values	5.16	0.541	EI	Spiritual Values	0.623	5	VI
Professional Values	5.1	0.482	VI	Professional Values	0.661	4.94	VI
Aesthetic Values	5.16	0.574	EI	Aesthetic Values	0.656	4.97	VI
Physical Values	5.27	0.566	EI	Physical Values	0.67	4.94	VI
Overall Mean	5.17		EI	Overall Mean		5.01	VI

Legend: EI = Extremely Important, VI = Very Important, SD=Standard Deviation, I= Interpretation.

Test of difference in personal work values according to respondent's profile

Table 3 shows the significant difference in personal work values across respondents' profiles. The economic values, the civil status (p-value 0.0059), average monthly income (0.0450), and years working with the company (0.0023) were significantly different from the personal work values, as the p-value was less than .05. Regarding social values, the average monthly income (0.0003) and number of years working with the company (0.0002) showed significant differences from the personal work values of the respondents. Moreover, there was a significant difference between the moral values of the respondents' age (0.0189), average monthly income (0.0001), and number of years of working with the company (0.0001). The spiritual values of respondents showed a significant difference between average monthly income (0.0003) and years of working with the company (0.0002). Regarding professional values, there was a significant difference between average monthly income (0.0248) and number of years of working with the company (0.0350). Furthermore, the aesthetic values showed a significant difference from the years of working with the company (0.0129). Lastly, for the physical values, gender (0.0033), average monthly income (0.0105), and years of working with the company (0.0001) exhibited a significant difference from the physical values of the respondents toward their personal work values.

As economic values mainly pertain to salaries and other benefits, it is not surprising that employees with varying average monthly incomes and years of service in a company have statistically different perspectives. For instance, people who are in the upper echelon of the salary scheme may have more positive economic perspectives. This may be rationalized by the greater ability to supply their needs. On the other hand, people who have been in the company for longer

periods may have a better understanding of the schemes and may have already adapted to them, thereby providing them with a more favorable perspective on their economic values.

The results for personal social work values are also consistent with the previous findings. Average monthly income and the number of years with the company influence the social values of the employees. For those who have been in the company for some years, they may have already formed considerable social circles that allow them to work and collaborate on projects. For those who may feel secure in terms of their salaries, moving toward securing a sense of belongingness with other employees may be a more realistic concept. This approach sinks well with the explanation of Maslow (1981), which emphasizes the need to fulfill a preceding need before addressing a succeeding need. In these terms, physiological needs are secured, and employees move toward higher needs in the hierarchy.

For the other subscales, years in a company seem to serve as leverage for employees. As they stay longer in the company, they develop and align their personal work values with their experiences in the company. For one, it is not farfetched to consider that no employee will stay long in a company if he/she does not agree with certain practices. Through their involvement in different professional activities within the company, their work values are shaped.

Average monthly income appears to be an influential variable as it yielded significant differences in the different subscales except for aesthetic values. Arieli et al. (2020) explained that personal work values dictate the choices and behaviors of employees in an organization. As the different subscales of personal work values prove to be discriminating variables in this study, it may be beneficial to understand how they interact to provide proper management support for employees.

Table 3. Test of difference in personal work values according to respondent's profile

Personal work values	Demographic profile	p-value	Interpretation
Economic Values	Age	0.1545	Not significant
	Gender	0.0819	Not significant
	Civil Status	0.0059	*Significant*
	Average monthly Income	0.045	*Significant*
	Years working with a company	0.0023	*Significant*
Social Values	Age	0.5518	Not significant
	Gender	0.6614	Not significant
	Civil Status	0.0596	Not significant
	Average monthly Income	*0.0003*	*Significant*
	Years working with a company	*0.0002*	*Significant*
Moral Values	Age	*0.0189*	*Significant*
	Gender	0.5675	Not significant
	Civil Status	0.0694	Not significant
	Average monthly Income	*0.0001*	*Significant*
	Years working with a company	*0.0001*	*Significant*
Spiritual Values	Age	0.0771	Not significant
	Gender	0.7857	Not significant
	Civil Status	0.23	Not significant
	Average monthly Income	*0.0003*	*Significant*
	Years working with a company	*0.0002*	*Significant*

Personal work values	Demographic profile	p-value	Interpretation
Professional Values	Age	0.7728	Not significant
	Gender	0.6137	Not significant
	Civil Status	0.233	Not significant
	Average monthly Income	*0.0248*	*Significant*
	Years working with a company	*0.035*	*Significant*
Aesthetic Values	Age	0.863	Not significant
	Gender	0.0667	Not significant
	Civil Status	0.6426	Not significant
	Average monthly Income	0.2074	Not significant
	Years working with a company	*0.0129*	*Significant*
Physical Values	Age	0.3195	Not significant
	Gender	*0.0033*	*Significant*
	Civil Status	0.115	Not significant
	Average monthly Income	*0.0105*	*Significant*
	Years working with a company	*0.0001*	*Significant*

Test of differences in organizational values according to respondent profiles

Table 4. shows the significant difference in organizational values across respondents' profiles. Regarding economic values, there was a significant difference in terms of average monthly income (0.0105) and years working with the company (0.0249). The social values significantly differed in terms of civil status (0.0259). For professional values, only average monthly income (0.0469) was significantly different from respondents. Lastly, the average monthly income (0.0204) and number of years of working with the company (0.0117) were significantly different.

An interesting finding in this study can be found by comparing personal and organizational values across the demographic profiles. While significant differences were identified for personal work values across several demographic variables, particularly in terms of monthly income and years in service, there are fewer statistically significant findings that are noted with organizational values. Understanding that organizational values are shared by the people within the organization, it is interesting to note that regardless of their status across the identified demographic variables, their organizational values appear to be the same. This may be attributed to the shared mission and vision of the company, indicating effective communication and cascade of these values from the upper management to rank-and-file employees. Similarly, this may be attributed to the nature of the organization, which essentially espouses certain operating expectations. The significant difference in economic values across employees with varying monthly incomes and years in service is again defensible because this hierarchy can definitely impact the perspectives of the employees in the given subscale.

Ahmed (2017) asserted that demographic variables do not affect the work values of employees. On the contrary, Botella-Carrubi et al. (2022) found that two sociodemographic variables, age and education status, were partially statistically significant for work values, job satisfaction, and organizational commitment. Similarly, Amegayibor (2021) revealed that age and education have an influence on employee performance. However, demographic factors such as sex, department to which they are assigned, and tenure have no significant relationship with employee performance.

In contrast, Ayodele et al. (2020) found that male real estate employees have a superior level of organizational commitment than female employees; however, female employees show a superior

level of career development than male employees. In addition, all genders have an important association between the career commitment and organizational commitment. Age, management level, and professional qualification are also significantly related to career commitment. Other demographic profile variables such as marital status, academic qualifications, and firm year of establishment are also statistically significant for employees' organizational commitment. Thakur and Malhotra (2019) examined work values in selected information technology companies in India by Thakur and Malhotra (2019) stated that gender, age, educational qualification, and marital status establish a trend in the organizational commitment of employees. The findings reveal a positive relationship between employee motivation and satisfaction.

Table 4. Test of differences in organizational values according to respondent profiles

Organizational values	Demographic Profile	p-value	Interpretation
Economic Values	Age	0.2863	Not significant
	Gender	0.8304	Not significant
	Civil Status	0.5595	Not significant
	Average monthly Income	*0.0105*	*Significant*
	Years working with a company	*0.0249*	*Significant*
Social Values	Age	0.4105	Not significant
	Gender	0.8366	Not significant
	Civil Status	*0.0259*	*Significant*
	Average monthly Income	*0.0045*	*Significant*
	Years working with a company	0.0599	Not significant
Moral Values	Age	0.4564	Not significant
	Gender	0.7057	Not significant
	Civil Status	0.3396	Not significant
	Average monthly Income	0.0725	Not significant
	Years working with a company	0.0638	Not significant
Spiritual Values	Age	0.6747	Not significant
	Gender	0.5432	Not significant
	Civil Status	0.5213	Not significant
	Average monthly Income	0.1052	Not significant
	Years working with a company	0.2904	Not significant
Professional Values	Age	0.5358	Not significant
	Gender	0.2864	Not significant
	Civil Status	0.6021	Not significant
	Average monthly Income	*0.0469*	*Significant*
	Years working with a company	0.1669	Not significant
Aesthetic Values	Age	0.3599	Not significant
	Gender	0.2913	Not significant
	Civil Status	0.4525	Not significant
	Average monthly Income	0.1088	Not significant
	Years working with a company	0.1147	Not significant
Physical Values	Age	0.3454	Not significant
	Gender	0.344	Not significant
	Civil Status	0.6222	Not significant
	Average monthly Income	*0.0204*	*Significant*
	Years working with a company	*0.0117*	*Significant*

Relationship between personal and organizational values

Table 5 shows that the seven subscales of personal and organizational values were significantly related to the subscales of organizational values, which means that each subscale of

personal and organizational values was significantly related to each other. Personal work values showed a statistical relationship with the respondents' organizational values. The average intercorrelation relationship was found between and among the organizational and personal social values (r=0.6927), personal moral values (0.6526), personal spiritual work values (r=0.6318), personal professional values (r=0.6143), and personal aesthetic values (r=0.6143) of the respondents. An average statistically significant relationship also exists between and among the organizational moral values and personal moral values (r=0.675), personal spiritual values (r=0.6604), and personal professional values (r=0.6001). It also showed a statistical relationship between and among organizational spiritual values and personal moral values (r=0.6254), personal spiritual values (r=0.6636), and personal professional values (r=0.6697). Vveinhardt and Gulbovaite (2018) found a strong intercorrelation between organizational professional and spiritual values (r=0.826) with the social values of the organization (r=0.807). There was also a strong significant relationship between organizational social and spiritual values of the organization (r=0.782) with the organizational moral values (r=0.751). A strong correlation was also found between and among organizational professional values, organizational moral values (r=0.736), and organizational physical values (r=0.714) (Vveinhardt & Gulbovaite, 2018).

The study revealed a low correlation between and among personal economic and organizational physical values (r=0.3133), and personal physical and organizational professional values (r=0.229). Vveinhardt and Gulbovaite (2018) showed a very close relationship between and among organizational economic and social values (0.654); social values of the organization and physical values of the organization (r=0.656); organizational moral values and organizational spiritual values (r=0.699); organizational professional values and organizational esthetic values (r=0.699).

This study indicates that the seven subscales of personal work values are significantly related to the subscales of organizational values. This means that employees' personal values match organizational values. This is in line with the findings of Vveinhardt and Gulbovaite (2018). The results revealed that the intercorrelation relationship between the subscales of personal and organizational values is statistically reliable. Finegan (2020) found that employees perceive their values with respect to how important their personal values are and how important they are to the organization. Associating personal and organizational values creates a satisfactory environment for performing better (Sardana, 2018).

Table 5. Relationship between Personal and Organizational Values

Organizational Values		Personal Work Values						
		Economic Values	Social Values	Moral Values	Spiritual Values	Professional Values	Aesthetic Values	Physical Values
Economic Values	coefficient	*0.4268	*0.5891	*0.545	*0.5341	*0.559	*0.5396	*0.3396
	p-value	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Social values	coefficient	*0.4839	*0.6927	*0.6526	*0.6318	*0.6321	*0.6143	*0.4068
	p-value	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Moral values	coefficient	*0.4758	*0.6014	*0.675	*0.6604	*0.6001	*0.4981	*0.4232
	p-value	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Spiritual Values	coefficient	*0.3969	*0.6184	*0.6254	*0.6636	*0.6697	*0.5475	*0.3362
	p-value	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Professional Values	coefficient	*0.3231	*0.6099	*0.5314	*0.6184	*0.662	*0.5223	*0.229
	p-value	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Aesthetic Values	coefficient	*0.3489	*0.5501	*0.5176	*0.5729	*0.5588	*0.5383	*0.3107
	p-value	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Physical Values	coefficient	*0.3133	*0.539	*0.4884	*0.5232	*0.5464	*0.5239	*0.2847
	p-value	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

CONCLUSION

This study assessed the relationship between respondents' perceptions of their personal and organizational values. The findings of the study showed that the majority of the respondents were females, 18-29 years old, single, had a monthly income of ₱10,001 to ₱20,000 and have been working for 1-3 years in the company, which means that the company hired more fresh graduates. In terms of the personal work values of the employees, it was revealed that the five subscales of personal work values (economic values, moral values, spiritual values, aesthetic values, and physical values) were extremely important for employees, while the two subscales were very important for the personal work values of the employees (social values and professional values). This means that employees are concerned with salary, welfare, awards, honesty, integrity in the workplace, reputation, health, and a safe working environment. Employees do their job for their own welfare to boost their morale and improve their working relations in the workplace. For organizational values, all seven subscales were critical to the employees. The organization must provide the needs of employees to improve productivity and performance. Employees who are motivated will remain in the organization. Personal work values were significantly related to organizational values. This means that the values of the employees for each subscale are also the values of the organization that they need to boost employee commitment. It also means that when personal work values are aligned with organizational values, employees are more inspired to perform their job. Thus, aligning the personal work values of each employee and the organizational values is important. Due to the pandemic and unstable business environment, this study proposes the following recommendations to the real estate developer.

LIMITATION & FURTHER RESEARCH

The scope of this study is limited to one real estate developer in the Philippines. Considering that there are many real estate developers, future research may include more developers within the region or even across the nation to cover a wider range of respondents to improve the representativeness of the respondents and the comparison. This study is limited to the subscales of personal work values and organizational values. In future research, the subscales could also correlate with the variables of organizational commitment. Moreover, STATA was utilized to analyze the data. Specifically, the Spearman rho correlation and the Kruskal–Wallis were used to analyze the relationship between personal work values and organizational values. In future studies, other statistical treatments of data like structural equation modeling, may be used to conduct a more in-depth analysis of the results.

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