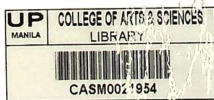


**A DESCRIPTIVE STUDY ON THE CORPORATE IDENTITY OF GLOBE
TELECOM AND ITS HUMAN RESOURCES EMPLOYEES'
ORGANIZATIONAL COMMITMENT**

An Undergraduate Thesis
Presented to the
Department of Arts and Communication
College of Arts and Sciences
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In Partial Fulfillment
of the Requirements for the Degree
Bachelor of Arts in Organizational Communication



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APPROVAL SHEET

This undergraduate thesis entitled, "A Descriptive Study on the Corporate Identity of Globe Telecom and its Human Resources Employees' Organizational Commitment," is presented by May Pasco Vilano in partial fulfillment of the requirements for the course OrCom 200, is accepted.



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*This paper is dedicated
with love
to
my family, friends, crushes, and blockmates*

*And to the memory
of
my beloved grandmother:
Nanay Kabila*

ABSTRACT

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The concept of identity has the advantage of being a concept, construct, or a question that can be studied or posed at any level of analysis – individual, group, organization, or industry. This concept, whether at the individual or organizational level, is germane to questions of action and performance. Corporate identity, the tangible representation of organizational identity has been linked to the employee's degree of commitment to the organization. Interest in corporate identity, both as management issue and as an academic discipline, has grown significantly. Thus, the researcher opted to study the relationship that exists between the concepts of corporate identity and organizational commitment. The main objective of the study is to describe Globe Telecom employee's level of knowledge and attitude towards the company's corporate identity and determine whether these variables affect their level of affective commitment to the organization.

The design employed in this study is a one-shot survey. A total of thirty (30) Human Resources employees of Globe were selected through a purposive-convenience sampling. Survey questionnaires were used to gather data. These were then analyzed on the computer using PHStat, a statistics add in program on Excel '98. Chi-square test (with 0.05 level of significance) and Rank of Correlation Coefficient or Spearman's Rho were used to determine the degree of

associations among variables. Measures of central tendency such as mean and mode were also applied in the analysis of the study.

The findings show that the over all mean score (9.2) of the employees on the corporate identity test implies that the HR Globe employees have average level of knowledge about their company's corporate identity or the employees have limited knowledge with regard to the company's manifestations of corporate identity. Also, the employees' mean score (3.647) on the attitude test indicates that HR Globe employees generally have positive attitude towards their corporate identity. Meanwhile, the mean score of the responses of the employees on Organizational Commitment Questionnaire (3.761) indicates that the HR Globe employees have high level of commitment to their organization.

Moreover, the results of the study indicate that only the employee's attitude has a significant relationship with level of commitment. With a Correlation Coefficient of .998 (99.8%) the degree of association is identified as positive and such relationship is strong. Furthermore, using the test on goodness of fit, the result shows that 50% of the changes in the level of affective commitment can be attributed to the employee's attitude towards the company's corporate identity.

Finally, the study had proven that the organizational commitment of an employee is independent of his knowledge about his company's corporate identity but his attitude towards it can cause some changes on his level of affective commitment to the organization. This means that the strength of a person's desire to continue working for an organization can be attributed to what he feels towards the way the organization presents itself to its public.

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CHAPTER ONE

Introduction

Background and Nature of the Study

The concept of identity has the advantage of being a concept, construct, or a question that can be studied or posed at any level of analysis – individual, group, organization, or industry. This concept, whether at the individual or organizational level, is germane to questions of action and performance. Predictions about the road taken may be less a matter of assessing the comparative incentives of each path than of understanding the identity of the person or organization making the choice. According to Godfrey and Whetten, "How one acts depend more on who one is, who others think one is, and who one aspires to be than on any objective assessment of the opportunities and costs associated with a given direction" (p. 10). People learn to identify with a company by noting everything that it does. A company's identity is believed to be one of the few things that differentiate it from another. Goodman notes that changes and upheavals have treated corporate reputation roughly – making the need to develop an excellent corporate identity more important than ever to an organization's survival (45).

Corporate identity may appear to be a recent trend, emerging from the need for definition in a complicated world, but, in fact, identity programs have been around for a very long time. In ancient Egypt, the Pharaohs used their signatures as a symbol of their administration. Anyone who has been to Luxor can attest to the fascination Ramses IV had with his "logo." It appears virtually

everywhere and is especially noticeable because his cartouche is primitive and bold, dominating earlier symbols on columns and buildings (Selame and Selame 78). (See chapter two for a comprehensive discussion of corporate identity)

Meanwhile, because of the recent trends on corporate identity, communication executive has to develop a program for corporate identity that not only is coherent but also encapsulates what the organization believes it stands for. Interest in corporate identity, both as management issue and as an academic discipline, is growing significantly. Van Riel, in his book *Principle of Corporate Communication*, cited Keller's comment that a strong corporate identity is primarily effective in raising motivation among employees. "A strong corporate identity creates a 'we feeling.' It enables employees to identify with their company. Their increased commitment to the company affects their behavior, which then has external impact. This leads to better use of the company's human capital," explained Keller (29).

From this statement, it can be deduced that Keller, one of the known researchers in the field of corporate communication, tells that there is a relationship that exists between the concepts of corporate identity and organizational commitment. Thus, the researcher opted to study the level of knowledge of the employees with regard to their corporate identity as well as their attitude towards it and find out to what extent these variables are related with the employees' level of organizational commitment, specifically, affective commitment.

Significance

On the theoretical level, the study was significant since it would contribute to the relatively meager organizational research that investigated an individual's level of commitment to the organization in relation to his knowledge and attitude towards the company's corporate identity. The results of the study would also help academicians improve earlier conceptualizations of corporate identity and commitment.

On the professional level, the researcher believed that through this study, the company would have an idea about their employees' level of knowledge with regard to their company's corporate identity as well as their attitude towards it. The company would be able to know the strength of their employees' willingness to accept and work toward attaining the organizational. Moreover, the study would help check if an employee's commitment to his organization is really dependent on an individual's knowledge and attitude towards his company's corporate identity.

Organizational communication student who would wish to conduct a study in the same area could also gain new insights and unexplored facets of the field that may provide him a new direction in another issues regarding corporate identity and organizational commitment.

On the personal level, the study was significant because the topic was of special interest to the researcher.

Assumption

The assumptions held in this research were as follows:

1. All the information about Globe which could be found in the employee's "MY KIT" and newsletter were true and accurate;
2. Each respondent has copies of employee my kit and newsletter.
3. The respondents followed the instructions in answering the survey questionnaire and that they gave their honest answer as well.

Problem Statement

Main Problem: What is the employees' level of knowledge and attitude towards the company's corporate Identity, and their relationship with the employees' organizational commitment?

Sub-problems:

1. What is the level of knowledge of the Globe Telecom employees with regard to their company's Corporate Identity?
2. What is the attitude of the Globe Telecom employees towards their company's Corporate Identity?
3. What is the Globe Telecom employees' level of organizational commitment?
4. What is the relationship between the Globe Telecom employees' level of organizational commitment and their knowledge of the company's corporate identity?
5. What is the relationship between the employees' level of knowledge of their company's corporate identity and their attitude towards it?

6. What is the relationship between the Globe Telecom employees' level of organizational commitment and their attitude towards the company's corporate identity?

Objectives

Main Objective: To determine the employees' level of knowledge and attitude towards the company's corporate identity, and their relationship with the employees' organizational commitment

Specific Objectives:

1. To know the level of knowledge of the Globe Telecom employees with regard to their company's corporate identity
2. To determine the attitude of the Globe Telecom employees towards their company's corporate identity
3. To assess the Globe Telecom employees' level of organizational commitment
4. To determine the relationship between the Globe employees' level of organizational commitment and their knowledge of the company's corporate identity
5. To know the relationship between the Globe employees' level of knowledge of their company's corporate identity and their attitude towards it
6. To determine the relationship between the Globe employees' level of commitment and their attitude towards the company's corporate identity

Scope of the Study

The study focused on the relationship between the two major concepts: the corporate identity and organizational commitment. In particular, employees' level of knowledge and attitude towards the selected manifestations of corporate identity such as the company's symbolism and behavior were studied. Moreover, the strength of the employee's desire to continue working for an organization because he agrees with it and wants to do so was also analyzed.

On the other hand, although the research studied the associations among variables, rationale behind the respondent's answers was not tackled since only a survey questionnaire was employed for data gathering.

For the locale, the study was conducted among thirty (30) Human Resources employees of Globe Telecom, a well-known Telecommunications company in the Philippines, located in Pioneer Highlands, corner Madison Streets, Mandaluyong City.

The period of time allocated for the data gathering and data analysis was from February 20, 2003 to April 30, 2003.

CHAPTER TWO

Study Framework

This chapter discusses the important theoretical statements and concepts to the study of the relationship between organizational identity and organizational commitment. The grid below gives a summary of these concepts and the independent variables for each level.

	Independent Variable	Intervening Variable	Dependent Variable
Theoretical	Corporate Identity		Organizational Commitment
Conceptual	Corporate Identity Media <ul style="list-style-type: none"> • Symbolism • Communication • Behavior 		Member's identification/ affective commitment
Operational	<ul style="list-style-type: none"> • Employees' level of knowledge of the company's corporate identity • Employees' attitude towards the company's corporate identity 	Employee Demographic characteristics	Level of affective commitment

Theoretical Level

Corporate Identity

Corporate identity is perceived by most authors as the organization's presentation to its various stakeholders and the means by which it distinguishes itself from other similar organizations (Markwick and Fill 99). According to Keller, "corporate identity evokes identification reactions in the members of internal and external target groups. These identification reactions in turn affect the culture of the company, and thus have an indirect effect on its behaviour" (van Riel 57)

Keller, further explains that knowledge on the company's corporate identity is extremely important to the employees because it serves as motivating factor for them (van Riel 57).

A company that has a strong, convincing corporate identity can achieve much more with its various target groups. According to van Riel, a strong corporate identity is effective in the following ways:

- *Raising motivation among employees*
Keller (1990) refers to the internal effect of corporate identity. A strong corporate identity creates a "we – feeling." It enables employees to identify with their company. Their increased commitment to the company affects their behavior, which then has an external impact. This leads to better use of the company's 'human capital' (29).
- *Inspiring confidence among the company's external target groups*
When a company presents a powerful corporate identity, the various external target groups can develop a clear picture of it. A purposefully deployed corporate identity, based on consistent signals, is essential, since a company that conveys conflicting message risks losing credibility (29).
- *Acknowledging the vital role of customers*
Many companies see their customers as their most important target group, since they ultimately justify the existence of the company. The use of a well-defined corporate identity to inspire customer confidence establishes the basis of a continuing relationship, thus securing the future of the company (29).
- *Acknowledging the vital role of financial target groups*
Suppliers of capital are often perceived as a company's second most important target group. They must have confidence in the company, because they usually take the highest risks in supplying potentially considerable sums of money (29).

From the above discussion, corporate identity is perceived as a kind of adhesive. A powerful corporate identity enhances the likelihood of identification or bonding with the organization, which applies both to internal and to external target groups.

Meanwhile, a corporation can build through its various identity elements. An aura of excellence will capture the imagination of its four publics. A company that looks professional, contemporary, and dynamic induces the best people to seek positions within that firm. A new corporate identity program is a signal to

current and prospective employees, especially the young ones, that management is not static, is progressive, is not satisfied with yesterday's solutions, and knows that today's problems are different from any other day's problems (Selame and Selame13).

On the other hand, employee motivation is not just gained by giving out fatter paychecks. Pride in their company, its management, and their work environment rank as high as money motivation. College recruiters often find it difficult to attract young talent to retailing because of the widespread "shopkeeper image." However, corporations who put thought into their identity programs can dispel this image. It is, again, important that the program can be an accurate reflection of policies; if it is not, the employees recruited will not stay very long (Olins 67).

Employees moving up the ladder to executive positions want to believe that they are part of a dynamic company that is constantly open to innovation and improvement. Their company's visual identity is a psychological indicator to employees of the company's current position and where it intends to be in the future (Selame and Selame 8).

In short, in corporate identification, each element must not only stand successfully alone, but taken as a whole to build a unified story. If the story is interesting and unique, people from each public will listen and want to know more.

With the new development on the study of corporate identity, several definitions of it arise. In the following definitions, van Riel cited five works of the popular authors in the field of corporate communication (31).

1. Corporate identity is the sum of all the methods of portrayal, which the company uses to present itself to employees, customers, providers of capital, and the public. According to organizational units, CI is the sum of all the typical and harmonized methods of portrayal of design, culture and communication (Antonoff, 1985).
2. Corporate identity reflects the distinctive capability and the recognizable individual characteristics of the company. Identity in this sense also includes the distinction and recognition of parts of the whole company, and the attribution of those parts to the whole (Tanneberger, 1987).
3. Corporate identity is the tangible manifestation of the personality of a company. It is the identity which reflects and projects the real personality of the company (Olins, 1989).
4. Corporate identity is the expression of the personality of a company, which can be experienced by anyone. It is manifested in the behavior and communication of the company, and in its aesthetic, formal expression; it can also be measured as the perceptual result amongst internal and external target groups (Lux, 1986).
5. Corporate identity is the strategy, which helps to increase the economic performance and the efficiency of a company. It coordinates achievements, values and information, and leads to integration in the sense of cooperation (Hannebonh and Blocker, 1983).

Based on the above definitions, the concept of corporate identity is sometimes confusing and diversified. It appears that the same confusion reigns in practice, as can be seen from a MORI survey commissioned by Henrion, Ludlow & Schmidt to study the meaning of the term corporate identity in different European countries (van Riel 30). They discovered that in the United Kingdom, corporate identity was most often defined as corporate communication or design; in Germany and Austria, as the total internal and external image; in Spain and Scandinavia, as external image and corporate culture. Their findings are shown in table 2. They are the result of telephone interviews with 160 people who bore ultimate responsibility for corporate identity in companies that numbered among

top 500 in the countries concerned. The interviewees were asked: "How, briefly, would you define corporate identity?" It is clear that virtually no one knew exactly what 'corporate identity' meant, and that this confusion greatly hampers communication of the concept (van Riel, 30). The Table 2.1 on page 11 shows the result of MORI's study.

Table 2.1

Definition of Corporate identity in several European countries
(percentage) (MORI, 1993)

	Total	Britain	France	Germany	Scandinavia	Austria	Benelux	Spain
Public image/ External Projection	50	51	50	50	53	50	60	55
Visual Presentation/ Logo	27	44	10	33	4	15	5	20
Expression of Culture/values/ Philosophy	20	4	20	40	13	35	20	15
Internal Projection/ Behaviour of Staff	18	7	13	38	10	45	15	5
Advertising/ Communications Support	4	2	5	5	5	0	0	5
Product/brand Support	4	5	8	5	8	0	0	0

Note: The target audience was defined as the 'senior persons responsible for corporate identity' in major companies, which led to a mix of director functions. The sample consisted mainly of those in Public Affairs (35%), Corporate Communications (31%) and Marketing (19%). Corporate identity is primarily described in terms of external image projection. The concept of external image and projection features in half of the spontaneous definitions of corporate identity. It is the leading theme in all countries, and is especially prevalent in the Benelux countries and among Chairman (van Riel 31)

From the MORI's study, corporate identity was primarily associated with the 'design', e.g. logos, house style and staff clothing. Early writers describe it as the logo or brand image of the company, and all other visual manifestations of the identity of a company. The emphasis on a suitable visual symbol relates to the necessity of creating a favorable (first) impression on prospective and existing clients. A combination of visual symbols is a quick and penetrating way of conveying a simple idea about a company, or its emotional value. However, this definition has been broadened, largely under the influence of the German writers, Birkigt and Stadler (86). The term 'corporate identity' has been broadened towards a concept in which 'corporate strategy' on the one hand is clearly linked with 'communication in the broad sense' on the other hand. These writers speak of the 'planned and operational self-presentation of a company, both internal and external, based on an agreed company philosophy' (van Riel 32).

Godfrey and Whetten argue that the integration of the two concepts provide an understanding of the tensions between the internal and external aspects of identity, between substantive reflection and symbolic expressions. For them, at organizational level, identity is constituted the said tensions because it is concerned with the boundary between an organization and its environment. The overarching construct of identity is distinguished by its focus simultaneously on issues of internal identification and external differentiation.

Organizational Identity

Organizational identity is the theory that members of an organization have about who they are (Olins 64). Albert and Whetten characterize organizational identity as “a self reflective question.” (Who are we anyway as an organization?) Identity captures the essential (in the phenomenological sense) features of an organization. They conclude that those features can be summarized in three major dimensions such as the following:

- (a) Organizational identity is what is taken by organization members to be central to the organization;
- (b) what makes the organization distinctive from other organizations (at least in the eyes of the beholding members); and
- (c) what is perceived by members to be an enduring or continuing feature linking the present organization with the past (and presumable the future) (Albert and Whetten 264).

Organizations, like individuals, decide who they are by employing some classification scheme and then locating themselves within that scheme. As is evident, these dimensional features are directly parallel to those noted for individuals, differing mainly in their collectively shared character. Simply put, the identity of the organization refers to shared understandings about an organization's character, boundaries, mission, and domain. It is an image of the organization that is shared by its members. Some aspects of this identity are also shared with outsiders by means of public statements, advertising, and dealings with customers and suppliers. However, insiders are in the best

position to understand the organization's identity because they are part of it. They contribute to the identity, draw from it to formulate their actions, and reinforce it through those actions (Robey, and Sales 125).

Another definition states that organizational identity is a collective, shared understandings of the organization's distinctive, central, and enduring characteristics. Thus, it defines the relationship between employees and their organization (Ashforth and Mael, 22) and is embedded in organizational culture.

To clearly illustrate it, Godfrey and Whetten propose a model that would encompass its dimensions.

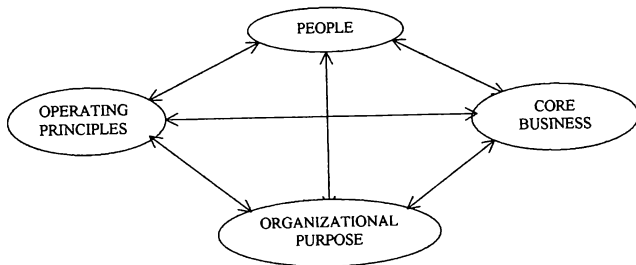


Figure 1. Organizational Identity as a Set of Interwoven and Mutually Sustained Dimensions (Godfrey and Whetten 70)

The above model shows that the organization's identity is an idiosyncratic configuration of people sharing some attributes, pursuing a collective purpose through a given activity (core business), and using a limited number of operating principles. Researchers believe that these dimensions profoundly shape the behavior of an organization and maintain its continuity and uniqueness. The model also summarizes the proponents' understanding of the links between an

organization's identity and member's actions. Organizational identity influences the premises, which underlie members' choices regarding strategic, organizational, and operational issues (Dutton and Dukerich, 34). These choices interact with other exogenous factors and yield some consequences in terms of profits, market share, competitive position, size, etc.

On the other hand, researchers believe that the organizational identity has a significant effect on organizational member's identification. As Godfrey and Whetten put it,

Organizational identity creates a sense of identification among organizational members. The degree to which members identify with their organizations depends on the attractiveness of the perceived organizational identity, the consistency between individual self-concepts and organizational identity, and the distinctiveness of organizational identity. Members' identification with an organization enhances commitment and consistency of action (p. 51).

However, a precise identity does not necessarily result in better organizational performance. A given performance is perceived as satisfactory or not depending on the organizations purpose and "normal" performance expectations in the core business (Godfrey and Whetten 70). In fact, an identity often limits an organization from getting involved in joint ventures and other relationships that might produce benefits. If its shared identity includes the idea of porous or weak boundaries, an organization should be less restricted exploring a growing web of inter-organizational relationships. As part of memory, identity establishes the way in which members see the organization's boundaries, mission, and basic character (Dolphin 72).

Given the apparent explanatory power of the concept of organizational identity, there is relatively meager organizational research on the said topic. Robey and Sales cited the study done by Dutton and Dukerich. These two researchers employed the notion of organizational identity in their study of the New York/New Jersey Port Authority's attempts to deal with the problem of homeless people frequenting their facilities. They fingered identity as "the key concept that provided an organization with a viable framework for understanding and action" (Robey and Sales 126). They also demonstrated that identity simultaneously filtered, constrained, and ultimately shaped the Authority's interpretations and actions of an important issue over time.

In addition, "Dutton and Dukerich related organizational identity to its first cousin, organizational image, defining identity as the way insiders see the organization and image as the way insiders believe outsiders see the organization" (Robey and Sales 127). They then argued that the perceived deterioration of image was also important impetus for action. They were able to specify the attributes of the Port Authority identity in some detail and then did a convincing job of showing how interpretations and actions changed over time as the context for assessing image and its possible implications for identity changed. Overall, these researchers showed that identity influences the meaning of events and even influences (some might say governs) the set of possible actions considered to be within the realm of possibility (Robey and Sales 127)).

Based on the above discussion of the concepts of corporate identity and organizational identity, both approaches share a concern with the notions of centrality and distinctiveness in organizations. They also share an assumption about the existence of a consistent and somewhat harmonious notion of organization "self" that has pervasive influence on all aspects of an organization's behavior and outcomes. According to Godfrey and Whetten, these two concepts are "interrelated system of beliefs and symbols expressed both verbally and visually that trigger processes of identification and differentiation inside and outside the organization" (49)

Furthermore, both organizational and corporate identity describes an organization's identity, yet they ask different questions and provide different answers. "Some of the differences result from the origin of the two constructs in two different communities of practice and their key concern" (Dutton and Dukerich 34). The construct of organizational identity has been developed by social scientists and management scholars to address belief systems and value orientations underlying organizational behaviors, while the construct of corporate identity was developed by practitioners in the area of graphic design who sought to promote the idea of consistent and targeted visual presentation of an organization to observes (Godfrey and Whetten 47).

Organizational Commitment

Organizational commitment, broadly defined, refers to "psychological bond that a member forms with his or her employing organization that is characterized

by behavioral, emotional and cognitive consistency on the part of the member" (Pratt 1994, as cited in Godfrey and Whetten 176).

To fully understand the concept of organizational commitment, the motives that people have for being committed should be discussed first. Historically, two different approaches to understanding these bases have dominated – the *side-bets orientation* and the *individual–organizational goal congruence*.

Side-bets Orientation. This approach focuses on the accumulated investments as individual stands to lose if he leaves the organization. The idea is that over time, leaving an organization becomes more costly because people fear losing what they have invested in the organization and become concerned that they cannot replace these things. For example, people may be unwilling to leave their jobs because they are concerned about being perceived as "job hoppers" and stake their reputation for stability on remaining in their present jobs (Baron and Greenberg 181).

Individual–organizational Goal-congruence Orientation. This approach focuses on the extent to which people identifying with an organization have personal goals that are in keeping with those of the organization. The approach popularized by Porter and his associates, reflects people's willingness to accept and work toward attaining organizational goals. It views organizational commitment as the result of three factors: (1) acceptance of the organization's goals and values, (2) willingness to help the organization achieve its goals and (3) the desire to remain within the organization Baron and Greenberg 181).

As researchers began to study organizational commitment from each of these two perspectives, it became clear that both approaches were necessary to understand organizational commitment. With this in mind, Meyer, Allen and Gellttly have proposed that there are tow distinct bases of organizational commitment – continuance commitment, and affective commitment (Staw 298).

Continuance Commitment. Continuance commitment related to the side-bets approach refers to the strength of a person's tendency to need to continue working for an organization because he or she cannot afford to do otherwise.

Affective Commitment. Affective commitment suggested by the goal-congruence approach, refers to the strength of a person's desire to continue working for an organization because he or she agrees with it and wants to do so.

Normative Commitment. After research had been done on the aforementioned forms of commitment, it became apparent that a third type also existed – the normative commitment. This kind of commitment refers to employees' feelings of obligation to stay with the organization because of pressures from others (Staw, 298).

Factors Influencing Organizational Commitment

There are many possible determinants of organizational commitment that exists. First, research has shown that organizational commitment is affected by various job characteristics. For example, commitment tends to be greater when people have high levels of responsibility over the jobs they perform, and ample opportunities for promotion. Similarly, organizational commitment tends to be

high among individuals whose jobs are highly enriched (Baron and Greenberg 184).

Second, an employee commitment is also likely to be influenced by nature of the rewards he or she receives. To the extent that rewards are believe to be administered fairly, employees believe that the company had made a long-term commitment to treating them in a just manner, paving the way for their increased commitment. (Baron and Greenberg 184).

Third, organizational commitment is affected by the existence of alternative employment opportunities. As everyone expects it, the greater the perceived chance of finding another job, the lower an individual's commitment tends to be (particularly continuance commitment).

Fourth, perceptions of commitment are likely to be related to an organization's treatment of newcomers. For example, Caldwell, Chatman, and O'Reilly have found that "organizational commitment was influenced by the organization's use of rigorous recruitment methods and the communication of strong, clear organizational value systems" (77)

Fifth and finally, various personal characteristics also influence organizational commitment. For example, people who have more tenure with their organization are more highly committed to them than those who have been employed for shorter periods of time. Gender is another personal characteristic that has been found to be related to commitment. However, this belief is being disregarded now because of the new studies that had proven otherwise (Baron and Greenberg 184).

Conceptual Level

On the conceptual level of this study, the corporate identity media and member's identification or affective commitment are given importance.

Corporate Identity Media

The self-presentation of a company according to van Riel can be developed in three ways; i.e. the media that management may use to convey corporate identity are of three kinds. In fact, any action or expression of a company can be classified under one of these three headings:

Behavior. By far the most important and effective medium through which corporate identity is created is the behavior of the company. It is defined as the actions and attitudes of people in organizations (Gordon 5). This relates to what the organization does and the way in which it does it. Examples of manifestations or factors that make up a company behavior are management and leadership styles, corporate climate, company rituals and ceremonies, etc. Ultimately, target groups will judge the company by its actions. However, it is possible to emphasize particular aspects of company behavior by means of communication and/or symbols (van Riel 35).

Communication. By 'communication in the narrow sense,' Birkigt and Stadler mean the sending of verbal and visual messages. This is the most flexible Corporate Identity instrument, and it can quickly be put to tactical use. The flexibility of communication lies in the fact that more abstract signals can be transmitted directly to target groups. A company can, for instance, inform its target group directly that it is innovative. If the same message were to be

conveyed only by the behavior of the company, the process would be much longer and more laborious. At the same time, there is no point in telling the target group things that are not also apparent in the company's behavior (van Riel 35).

Symbolism. This refers to the concrete representation of corporate identity. It serves as a binding agent in the company (van Riel 36). According to Olins, it is primarily visual elements that can increase short-term attachment to an organization. "The question is, how the visual style of a company influences its place in the market, and how the company's goals are made visible in its design and behavior" (*qtd in* van Riel 36) The identity of a company can be traced through the names, logos, colours, and rites of passage that the company uses in order to distinguish itself, its brands and associated companies. In a sense, these serve the same purpose as religious icons, heraldry, national flags, and other symbols: they encapsulate collective feelings of belonging, and make them visible. They also offer, to some extent, a guarantee of consistent quality standards, contribute to the loyalty of customer and other target groups (van Riel 36).

House style is one of the best-known applications of symbolism for promoting the unity and recognizability of a company. A house style is defined as "the uniform typology of dress and behavior – 'the way we do things here' (Dolphin 60) A unified visual presentation creates a coherent picture, and a well-designed house style contributes to the establishment and maintenance of corporate identity. The introduction of a house style initiates a process of self-

awareness within the company. The visible signs of belonging together increase the company pride of the employees, and produce a demonstrable increase in the readiness of different parts of the concern to cooperate (Olins 59).

Another basic symbol of a company is its name. Sometimes company changes so much that it is desirable to choose another name and in doing so, the attitude of the employees is a critical factor. "If the change is not communicated carefully to the employees, the whole campaign may founder on their skepticism" (van Riel 38).

These media together constitute the corporate identity mix, which is analogous to the marketing mix). They are the means by which the personality of a company manifests itself.

Personality. Birkigt and Stadler describe personality as 'the manifestation of the company's self-presentation'. This implies that the company must know itself well, i.e. it must have a clear picture of its real situation, in order to present itself clearly through its behavior, communication and symbolism. To Birkigt and Stadler's description may be added van Reckom's statement that the personality of a company includes its intentions, and the way in which it reacts to stimuli from the environment. The communication, behavior and symbolism of a company are in fact the concrete forms into which the company's personality crystallizes (34). The CI media described above may be seen as the outer forms of expression, while the personality is the deeper element which lies behind them.

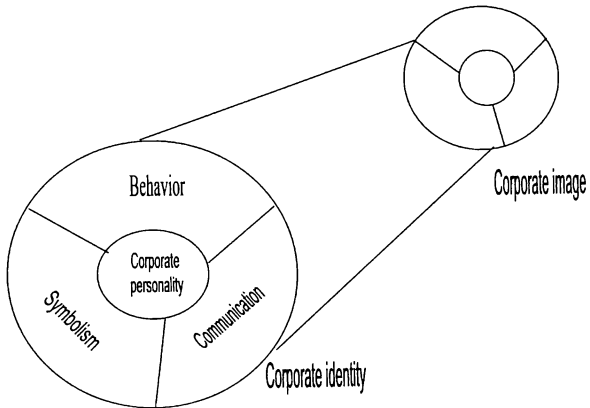


Figure 2. Corporate identity in relation to corporate image (adapted from Birkigt and Stadler 28)

Moreover, Birkigt and Stadler see the image of a company as a projection of its corporate identity. They illustrate this by means of the diagram in Figure 2.

The above model clearly shows the main issues in (a) the corporate identity mix and (b) the interaction between identity and image. However, from a strictly academic point of view, according to van Riel, the model is less useful, because of the following:

1. The model does not take into account that image is not just a reflection of identity. Environmental aspects (local characteristics,

competitors' behaviors, sociodemographic trends within the main stakeholder groups, etc.) can also influence corporate image.

2. Image is not an end in itself, rather a 'mere' means to achieve better performance.
3. The model does not allow for the reciprocal effects of changes in behavior, communication and symbolism on the personality of the organization, itself being, in turn, the driving force of these three corporate identity mix elements (33).

Corporate identity involves all the forms of expression (symbolism, communication and behavior) by means of which an organization reveals its personality. The identity of the organization is expressed in what the organization is really is. Following Bavelas, Berstein describes personality as 'the uniqueness of the company' (84)

Furthermore, employees need to be proud of their company, and of everything connected with it. These matters cannot be left to chance in a large organization. In order to arouse feelings of loyalty, the organization must create symbols, such as flags, rituals and names. Aside from these, the company must also plan its house style because it promotes the unity and recognizability of the whole company itself. A well-designed house style contributes to the establishment and maintenance of corporate identity. But most of all, these must be well communicated and articulated to internal publics or the employees, otherwise, the corporate identity program would be futile.

Internal Publics and Perceptions of the Organization.

A major contributor to virtually every public's perception of an organization is the organization's employees. To complicate matters, employees are themselves an organizational public that has its own perceptions of the organization. The role of employees is significant concern in most PR efforts (Kruckeberg, Newson, Turk 112)

The lack of homogeneity in any public poses problems for the public relations practitioner trying to evaluate it. This is especially true of employees, since they exist on many different levels: salespeople, clerks, and receptionists, technicians, professionals, and administrators. The way these people work together and the way the administration works with them create a corporate organizational culture, which strongly affects how employees behave in relationship to each other and to outsiders (Kruckeberg, Newson, Turk 112).

Collective perceptions about an organization by its publics, based on what it says and does, constitute its image. Levinson explains:

[Psychoanalyst Sigmund] Freud points out that individuals in any cohesive organization identify with the ego ideal [ideal stereotype] of their leader. As an organization expands and matures, this ego tends to become the collective aspirations of its people. Diffuse as this may sound, it is real. Industrial psychologists have long known that people, if they have any choice in the matter, will not work for an organization when they disapprove of its image, its self-image, and its ego ideal (Kruckeberg, Newson, Turk 111).

Kruckeberg, Newson, Turk further explained that employee attitudes often accurately reflect an organization's image of itself. Employees who are indifferent to the organization's ideal of itself may stay on the payroll, but they will

do nothing beyond the minimum demanded (111) For employees to react in any way to an organizational ideal, that ideal must be defined, communicated and understood. Many institutions have never tried to define theirs accurately, and the result is often fragmented reaction to the institution, its policies and its products.

Moreover, internal publics are likely to be particularly sensitive to how an institution is presented to an external public because, as part of the institution, their ego is involved. All sorts of communication from the organization to other publics must reflect most employees' experiences as closely as possible, especially the institutional presentations such as Web pages and advertising. Furthermore, all internal publics are seen as authorities on the organization, which is the reason they need to have access to as much information as possible (Kruckeberg, Newson, Turk 112)

In relation to this, Kruckeberg, Newson, Turk added that organizational behavior of employees who produce the corporate or organizational culture contributes significantly to the organizations identity, which is then reflected to organization's image (113).

Organizational Identification

There are some differences in how identification has been defined, but most conceptualizations agree that identification involves an individual coming to see another (individual, group or object) as being definitive of one's own self.

Table 2.2 on page 28 shows the summary of some of the influential definitions of identification suggested by Godfrey and Whetten.

Table 2.2

Definitions of Identification

Author(s)	Definition
Arson (1992)	"[Identification] is a response to social influence brought about by an individual's desire to be like the influencer" (p.34).
Ashforth and Mael (1989)	"Social identification, therefore, is the perception of oneness or belongingness to some human aggregate" (p. 21).
Cheney (1983a)	"Identification – with organizations or anything else – is an active process by which individuals link themselves to elements in the social scene" (p. 342).
Dutton et al. (1993)	"When a person's self-concept contains the same attributes as those in the perceived organizational identity, we define this cognitive link as organizational identification" (239).
Tajfel (1983)	"In order to achieve the state of identification, two components are necessary... a cognitive one, in the sense of awareness of membership; and an evaluative one, in the sense that this awareness is related to some value connotations" (p. 2).

Source: Godfrey, P. C. and Whetten, D. A. (1998). *Identity in Organizations: Building Theory through Conversations*. London: Sage Publishing, Inc.

Based on these definitions, organizational identification occurs when an individual's beliefs about his or her organization become self-referential or self-defining. That is, organizational identification occurs when one comes to integrate beliefs about one's organization into one's identity (Godfrey and Whetten 1973). Several aspects of this definition are worth noting. First, it focuses on beliefs. Most treatments of identification talk about identifying with

people or ideas. For example, Cheney (1983b) distinguishes identification with people from identification with values, goals and objects. "As an individual response to the divisions of society, a person acts to identify with some target(s), i.e., persons, families, groups, collectiveness; and on lesser extent, values, goals, knowledge, activities, objects" (145). Similarly, in organizations, members have been argued to identify with a wide range of targets, including organizational leaders, symbols, mission statements, products, and so on.

Second, unlike other concepts that deal with how individuals relate to or attach themselves to organizations, organizational identification explicitly refers to the social aspects of a person's *identity or self-concept*. This definition leaves open the possibility of two different ways or paths to identification: through the recognition of an organization deemed similar to one's self, or through changes in one's self to become more similar to an organization. Most conceptualizations of identification involve some sort of perception of value congruence between an individual and an organization. However, such perceptions of congruence do not necessarily entail radical changes in individual values. Rather, congruence can also be perceived when individuals join organizations that they believe reflect their own values (Dutton and Dukerich 517). Each of these two "paths" highlights different meanings of identifying.

Organization identification is the process whereby an individual's beliefs about an organization become self-referential or self-defining. The act of "becoming" identified seems to involve either (a) evoking one's self concept in the recognition that one shares similar values with an organization (affinity), or

(b) changing one's self-concept so that one's values and beliefs become more similar to the organization's (emulation) (Dutton and Dukerich 518). When employees identify strongly with an organization, they are more likely to show supportive attitude towards it (Mael and Ashforth 99), or to accept the organization's premises and make decisions that are consistent with organizational objectives (van Riel 60). Organizational identification is assumed to be influenced by antecedents like 'employee communication', 'perceived organizational prestige', 'job satisfaction', 'goals and values' and 'corporate culture' (van Riel 60).

Similarities of Identification and Affective Commitment

Godfrey and Whetten pointed out that there is a conceptual overlap between organizational commitment and identification (176). Similar to organizational identification, the focus of organizational commitment is the relationship between an individual member and the employing organization. Implicit or explicit in particular conceptualizations and measures of commitment – specifically attitudinal, affective, or "value-congruence" conceptualizations – is the equating of organizational commitment with organizational identification (Godfrey and Whetten 176). For example, one of the most frequently used conceptualizations of commitment can be found in the Organizational Commitment Questionnaire (OCQ) (Mowdy and Porter 88). According to Cook, et al, the OCQ defines commitment as the

Strength of an individual's identification and involvement in a particular organization and said to be characterized by three factors: a strong belief in and acceptance of the organization's goal and values; a

readiness to exert considerable effort on behalf of the organization; and a strong desire to remain a member of the organization (84).

Explicit in this definition is the notion that identification is a large part of organizational commitment.

Similarly, other scholars have viewed identification as being integral to the commitment process (Dutton et al 69). For example, Buchman sees identification as one of the three components of organizational commitment, along with loyalty and job involvement. More recently, O'Reilly and Chatman have adopted Kelman's typology (compliance, identification and internalization) and have used it to describe the different bases of organizational attachment ((Godfrey and Whetten 177).

However, Godfrey and Whetten note that O'Reilly and Chatman's measure of identification is "conceptually redundant" (177) with the OCQ. Meyer and Allen have also the same conception of the said topic. According to them, "affective commitment is the employee's emotional attachment to, identification wit, and involvement in the organization" (Godfrey and Whetten 67). Affective commitment, and thus identification, is seen as one of the three components of commitment, along with continuance and normative commitment.

Related Studies

Kiriakidou, O. and Millward, L.J. Corporate Identity: external reality or internal fit? Corporate Communications: An International Journal Volume 5 . Number 1 . 2000 . 49±58.

The study has a main problem, "To what extent is the actual –ideal identity fit (as perceived by the employees in a particular organization) associate with longevity with an organization, satisfaction and personal commitment to organizational goals and values?" The research was undertaken in a business unit "telecommunication services" of a large organization offering telecommunication and electronic products and services to businesses and customers. An exploratory stage involving document analysis allowed the researcher to identify the basic corporate descriptors and values from the perspective of official organization and the top management board. The findings demonstrate that in the current study there are clear discrepancies between employee perceptions of the actual and the ideal identity of their organization. Analysis of interpretive themes and questionnaire data reveal an organization that is perceived by its own members to project a completely different set of attributes than those that actually characterize the organization. Furthermore, the result of the study shows that different departments perceive both the actual and the ideal organizational characteristics in a very different way, supporting the existence of sub- corporate identities.

On the other hand, the following are the practical implications identified in the research. First, the study demonstrates the importance of understanding how corporate identity is perceived, interpreted and enacted at the ground level, and

this involves revealing the sub-identities, which make up the organization as an entity. Organizational members in separate divisions or functional departments may have distinct sub-organizational identity beliefs that are internalized in different levels and degrees. Furthermore, it cannot be guaranteed by presenting employees with vision statements and corporate plans that are significantly discrepant with the operational reality of the organization and its current cultural system of values and beliefs. Of perhaps more practical importance is the association between actual-ideal fit and commitment to organizational goals. Employees who perceive that there is a high level of discrepancy between the actual and ideal identity of the organization are significantly less willing to commit and, as a result, realize the organizational goals. However, such a limited commitment could threaten organizational performance, which in fact is the optimum goal of any corporate identity program. Third, corporate identity efforts need to reassess the rationale, processes and outcomes of their corporate identity change programs. Finally, the study points to the critical importance of a research-based approach to corporate-identity management (<http://www.emerald-library.com>)

Munoz, J. S. An exploratory-descriptive study on the effect of British Oxygen Company Distribution Services, Inc.'s corporate identity on job satisfaction. Unpublished, 67 leaves. Undergraduate Thesis. University of the Philippines Manila, 2000.

The study attempts to identify the relationship between the corporate identity and job satisfaction. The minor objectives of the research are to identify

- (1) the British Oxygen Company Distribution Services, Inc.'s (BOCDSI) corporate

identity; (2) the BOCDSI's corporate personality; (3) the internal factors that fuel a strong corporate identity; and (4) the elements that make up a company.

The study defines corporate identity as the totality of the way an organization presents itself to the publics and job satisfaction as the general attitude toward one's job.

To gather data, a three-part survey questionnaire and an interview schedule were employed. The research also uses an accidental non-probability sampling in determining the respondents.

Findings show that BOCDSI's employees have a high level of job satisfaction. They also rated high in all the corporate identity identity mix, thus corporate identity is strong. Moreover, the findings confirm the direct relationship of the two variables. Using gamma computation, a value of 0= .88 show a strong direct relationship between corporate identity and job satisfaction. This supports the researcher's hypothesis that "a strong corporate identity leads to a high level of job satisfaction."

Operational Level

The corporate identity operationally defined in this study as the self-presentation of an organization; which is consist in the cues which an organization offers about itself via the behavior, communication, and symbolism which are its forms of expression (van Riel 36). The manifestations of corporate identity that were used in this study are as follows: (1) corporate name, (2) corporate headquarters, (3) company logo, (4) company "house style", (5) employee uniforms, (6) company history, (7) corporate heroes/heroines, (8)

newsletter (9) management style, (10) leadership style, (11) company mission, (12) company values, (13) company slogan, (14) company rituals and ceremonies, and (15) employees' sense of social responsibility.

The employees' level of knowledge with regard to their company's corporate identity is measured based on the scores that the respondents get on the 15 - item corporate identity knowledge test. To describe level of knowledge, the study used adjectives such as high, average and low. High level of knowledge means full grasp of the company's corporate identity (employee's score is between 12-15). Average level of knowledge means that the respondent has limited knowledge about his company's corporate identity (employee's score is between 8-11). Lastly, low level of knowledge indicates respondent's poor understanding of his company's corporate identity (employee's score is between 4 – 10).

Employee attitude towards the company's corporate identity is measured through a 5- point Likert scale used in the questionnaire. The study used adjectives such as positive, neutral and negative (depending on their over all mean score) to describe employees' attitude. Positive attitude means that the employees do like their corporate identity, neutral means that the employees are undecided (they neither like nor dislike their company's corporate identity) and negative attitude indicates the employees' distaste or aversion to their corporate identity (Morris 91 & 378). Table 2.3 shows the definition of attitude towards corporate identity using Likert scale.

Table 2.3

Definition of Attitude Using Likert Scale

Responses (in Likert scale)					
	Strongly Dislike	Dislike	Neutral	Like	Strongly Like
	1	2	3	4	5
Attitude towards CI	Negative		Neutral	Positive	

Meanwhile, affective commitment is one of the types of the organizational commitment. As suggested by the goal-congruence approach, this type of commitment refers to the strength of a person's desire to continue working for an organization because he or she agrees with it and wants to do so. Moreover, it is characterized by three factors: a strong belief in and acceptance of the organization's goals and values; a readiness to exert considerable effort on behalf of the organization; and a strong desire to remain a member of the organization (Baron & Greenberg 84).

To operationalize the level of affective commitment, the study used Mowday and company's Organizational Commitment Questionnaire (OCQ). The respondents were asked to mark their response on a 5-point Likert scale, which indicate the degree to which they disagreed or agreed with 15 statements, which describe their feelings towards Globe Telecom. The more strongly people agree with each item, the more strongly they are expressing affective commitment. The over all means score of the employees would represent their level of affective commitment. Table 2.4 shows the definition of levels of affective commitment using likert scale.

Table 2.4

Definition of Levels of Commitment Using Likert Scale

Responses (in Likert scale)					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Levels of affective commitment	Low		Moderate	High	

As used in this research the following terms are given the following definitions:

- **Corporate Personality** – This refers to the business mission and values espoused by the management board (or founder).
- **Affective Commitment** – This type of commitment refers to the emotional attachment of a person to the organization. Specifically, it is the strength of the person's desire to continue working for an organization because he or she agrees with it and wants to do so.
- **Employee Attitudes** – These are tendencies or orientations of the employee towards the company. They are what a person feels toward what he/she knows.
- **Employee Knowledge** – This refers to what the employee knows and understands about his/her company
- **House Style** – The uniform typology of dress and behavior – 'the way we do things here'. A well-designed house style contributes to the establishment and maintenance of corporate identity.
- **Demographic Characteristics** – This includes the sex, position, group/section, employment contract, and tenure or length of stay in the organization.

CHAPTER THREE

Method and Procedures

Research Design

The researcher employed a one-shot survey, a non-experimental design that concerned with the gathering of facts rather than the manipulation of variables (Wiersma 135). This design was utilized because survey with the respondents was conducted only once. The simplicity of the subject, nature of the study, convenience and availability of time were also considered in choosing this particular research design. It did not require the researcher to conduct a pretest and posttest, thus, making the study more manageable.

Variables and their Measures

The independent variables in the study are employees' knowledge and attitude towards the company's corporate identity. The employees' level of knowledge was measured through a 15 – item test and the attitude was assessed through a 15 –item 5 - point Likert scale attitude test.

The dependent variable is the employees' level of affective commitment. This was measured through a 15 –item 5 –point Likert scale, Mowday's Organizational Commitment Questionnaire (OCQ).

Research Instrument

The instrument used for this study was a survey questionnaire, which consisted of four parts. Part I was about the personal information or demographic characteristics of the respondents, which included name, sex, position, group/section, employment contract, and tenure or length of stay in the

organization. Part II was a 15 - item fill-in-the-blank type of test composed of factual statements about the Globe Telecom's corporate identity. The researcher got them from the "My Kit: My Guide to My Company", an integrated information source for employees of Globe Telecom. Through this test, the level of knowledge of the employees with regard to their company's corporate identity was identified. Part III was a 15 – item 5 point Likert scale attitude test. This enabled the researcher to assess the employees' attitude towards the manifestations of corporate identity such as corporate name and headquarters, logo, house style, employee uniforms, company mission, values and slogan, company rituals and ceremonies, etc. . All items represent the Globe Telecom's corporate identity. The scale point anchors that was used were as follows: (1) strongly dislike, (2) dislike, (3) neutral, (4) like, (5) strongly like.

Part IV was a standardized instrument on organizational commitment, called Organizational Communication Questionnaire (OCQ). The OCQ is a standard self-completion survey form developed by George Cheney to measure an employee's commitment level to his or her employer (cited by Hackman & Johnson 99). Cheney's survey was based on Mowday, Steers and Porter's measurement instrument, which has been shown to have a consistently high internal consistency reliability of .82 to .93 (Mowday et al 155). Mowday et al.'s survey had become widely known as a reliable method for measuring "affective" commitment, described by Porter, Steers, Mowday and Boulian as an emotional attachment to the organization (156). On this questionnaire, participants marked their responses on a 7-point Likert scale indicating the degree to which they

disagreed or agreed with 25 statements about their feelings toward Michigan College, (e.g., "I am willing to put in a great deal of effort beyond that normally expected in order to help Milligan be successful"). Each question was coded with a number relating to the respondent's answer (e.g., 7=Very strongly agree; 6=Strongly agree; 5=Agree; 4=Neither agree nor disagree; 3=Disagree; 2=Strongly disagree; 1=Very strongly disagree). A non-response was coded as a zero for "unknown."

For the purpose of this study and convenience, especially during data analysis, the researcher made some modifications on the questionnaire. Basing on the definition of affective commitment, she selected only those 15 statements, which she thinks would really measure affective type of commitment. She also made the responses a 5 –point Likert scale. The scale point anchors that was used were as follows: (1) strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5) strongly agree. (See Appendix B for copies of all instruments that were used in this study)

Population, Sample and Sampling Scheme

The population from which the respondents were taken was the Human Resources Group (HRG) of Globe Telecom. As instructed by the head of the group, the Employee Relations Senior. Specialist was the one who determined the respondents. A total of 30 employees, which means 50% of the total population, served as the respondents of this study. The respondents should have at least a year of stay in the organization.

The sampling technique used for this study was the purposive-convenience sampling scheme. Purposive because tenure was used as a criterion for choosing the sample and convenience because HR Senior Specialist selected the sample basically by giving the self-administered questionnaires to the employees who were conveniently available at that time.

Procedure for Data Gathering

The data for this research came primarily from the answers of the respondents. A series of steps were followed so as to be systematic.

First, the researcher passed a request letter to the company together with the instrument. Second, after the letter was approved, the instrument was pre-tested to one of the employees of Human Resources Group. Third, necessary revisions were made such as changing some questions or words in the fill-in-the-blank knowledge test and attitude questionnaire so as to make them clear and understandable. Fourth, the researcher asked from the Employee Relation's (ER) Specialist the total population of HRG and from them get the total number of the respondents. Fifth, after deciding how many respondents were needed, the researcher left the selection of the respondents to the ER specialist. The ER specialist then distributed the survey questionnaires on the table of those selected thirty (30) employees of Human Resources Group. Considering the work load of the respondents, they were given a day to answer the questionnaire. Sixth, since not all the respondents were able to return the instrument on the given time, the researcher retrieved the survey questionnaires the following day. Lastly, the data were coded.

Procedure for Data Analysis

The approach used in analyzing the data was quantitative. With the help of an Economics Professor in the University of Santo Tomas, the researcher had undergone the following steps:

First, the researcher constructed the frequency distribution of the data of each variable. Second, mean was used to describe employees' level of knowledge, attitude, and level of affective commitment. Modal was also used to determine which manifestation of corporate identity has received the most number of positive response from the employees. Third, to determine if there is a relationship between the said variables, the researcher used the Chi-square test. The data were analyzed using the PHStat, a statistics add in program on Excel '98. Fourth, to be able to know the degree or kind of association between attitude towards corporate identity and level of commitment, the researcher used the Spearman's Rho or Rank Correlation Coefficient which has the formula.

$$R_s = 1 - \frac{6 \left(\sum d^2 \right)}{n(n^2 - 1)}$$

Fifth, after all the variables have been measured and assessed, the data were presented in textual and tabular form. Lastly, the master data sheet was created.

Limitations of the Study

Internal Validity

The first problem of internal validity of this research was the reliability of the instrument used. The questions or statements on the knowledge and attitude tests were formulated by the researcher herself. She based her questions on the information that she got from the "My Kit: My Guide to My Company", an integrated information source for employees of Globe Telecom.

The second problem was that the researcher was not able to oversee the actual test or at least limit the time for answering the survey since the management did not allow her to do so. Given that limitation, there was no assurance that the employees did not look up on their 'my kit' or discussed the answers among themselves.

Lastly, the researcher acknowledged the possibility that she might have overlooked some aspects of the concepts, which should have been considered to exemplify and support further the findings and conclusions presented in this study.

External Validity

This research cannot be considered a comprehensive study on the relationship between Globe's corporate identity and member's degree of commitment to the company. The study was true only among the Human Resources employees of Globe Telecom, located in Mandaluyong City.

CHAPTER FOUR

Findings and Discussion

Corporate Profile

Globe Telecom's corporate identity is founded on its vision, mission, values and milestones. As a telecommunications company, Globe main vision is to advance the quality of life of individuals and organizations by delivering the solutions to their communications-based needs. It provides quality and personalized service that exceeds their customers' needs and expectations. Globe acknowledges the importance of their key stakeholders. In fulfilling their mission, they create value for their customers, shareholders, employees, community and government. The pursuit of their mission is guided by the company's vision and actualizes their corporate values.

Globe's values include: (1) commitment to the customer; (2) excellence; (3) integrity (4 Primacy and worth of the individual, (5) teamwork (6) commitment to the society and the environment,

Globe was formed from four independent radio & telegraph companies, namely, Globe Wireless, Ltd. (GWL), Mackay Radio and Telegraph (MRT), Philippine Press Wireless (PREW), and Clavecilla Radio Systems (CRS. Globe's former legal name was GMCR, Inc. Presently, the chairman of Globe Telecom is Jaime Augusto Zobel de Ayala (JAZA).

Globe has gained several awards inside and outside the country. Two of which are the "Employer of the year 2000" given by Personnel Management

Association of the Philippines (PMAP) and for the fifth year in a row, listed among Asian Business magazine's "Most admired Asian company" in 2001.

Globe Telecom is powered by 3500 individuals with varied backgrounds and diverse interests. It is made up of Strategic Business Units (SBUs) and support groups; and two independent committees. Each group is made up of divisions and departments. Large departments are further divided into sections and units. The groups report to the office of the President. Each group is represented by its group head in Globe's Management Committee (ManCom). The ManCom is a collegial body that has continued the tradition of shared professional management responsible for setting the strategic agenda of the company.

The two committees that function autonomously in Globe are: the Executive Committee and Audit Committee (MY KIT 2-16)

Respondents' Profile

Table 4.1 presents the distribution of respondents by gender. Out of 30 respondents, 11 are males and 19 are females.

Table 4.1

Distribution of Respondents by Gender

Gender	No., of Respondents
Male	11
Female	19
Total	30

Table 4.2 shows the distribution of respondents according to the years they have spent in the organization. Out of 30 respondents, 12 have been in the organization for 1 to 2 years, 11 for 3 to 4 years and 7 for 5 to 6 years.

Table 4.2

Distribution of Respondents by Years of Service

Years of Service	No., of Respondents
1 – 2	12
3 – 4	11
5 – 6	7
Total	30

Table 4.3 presents the distribution of respondents according to their position. Two of the respondents are supervisors and the other 2 are executive secretaries. A great majority of the respondents are Senior Specialists. (21) There are 5 respondents who did not specify their positions.

Table 4.3

Distribution of Respondents by Position

Position	No. of Respondents
Supervisor	2
Exec. Secretary	2
Senior Specialist	21
Total	25

Findings and Discussion

The responses based on the data gathered from the employees of Globe's Human Resources Group (HRG) are presented in the following tables.

Table 4.4

Distribution of Respondents by Knowledge Level

Knowledge Scores	Level	No. of Respondents
15 – 12	High	3
11 – 8	Average	21
7 – 4	Low	6
Total		30
Mean Score = 9.2	Average	

Table 4.4 presents the distribution of the respondents according to their scores on the 15-item fill-in-the-blank knowledge test. There are 3 respondents whose scores range from 12 to 15. A great majority of respondents have average level of knowledge. Their scores range from 8 to 11. There are 6 respondents whose scores range from 4 to 7. Furthermore, with a mean score of 9.2, the respondents' level of knowledge with regard to their company's corporate identity is at the average level. This finding tells that a great majority of HR employees of Globe have limited knowledge about their company's corporate identity. There are some important facts about their company that they don't really know.

Table 4.5
Respondents' Attitudes Toward Each Manifestation of Corporate Identity

Manifestations Of Corporate ID	Response					Total
	Strongly Dislike	Dislike	Neutral	Like	Strongly like	
1. Corporate name	0	0	10	8	12	30
2. Headquarters	4	5	11	9	1	30
3. Logo	0	0	4	22	4	30
4. House style	1	3	14	10	2	30
5. Employee Uniforms	6	6	13	4	1	30
6. Company History	0	3	10	15	2	30
7. Corp. Heroes/Heroines	0	3	10	15	2	30
8. Employee Newsletter	0	0	9	18	3	30
9. Management Style	2	2	15	10	1	30
10. Leadership Style	2	3	13	10	2	30
11. Mission	0	0	5	16	9	30
12. Values	0	0	3	17	10	30
13. Slogan	0	2	5	14	9	30
14. Company rituals & Ceremonies	0	3	12	14	1	30
15. Employee's sense of Social Responsibility	0	0	7	16	7	30
Total	15	30	141	198	66	450

Table 4.5 presents the distribution of the respondents' attitudes on each manifestation of their company's corporate identity. Based on the findings, the manifestations of corporate identity with the most number of "like" response are: the company logo (22), company history (15), corporate heroes and heroines (15), employee newsletter (18), company mission (16), values (17) and slogan (14), company rituals and ceremonies (14), and employee's sense of social responsibility (16). These indicate that a majority of the respondents have positive regards toward most of the manifestations of corporate identity. Ten out of fifteen manifestations have received positive feedback. Among them, the corporate name is the most highly appreciated manifestation of corporate identity because based on the result, the employees did not just like it but strongly like it.

Moreover, It can also be seen that a majority of the employees like their company logo. This result supports earlier studies which claim that visual presentation of the company to its public can invoke the organizational member's strength of identification

On the other hand, the corporate identity manifestations such as corporate headquarters (11), house style (14), employee uniforms (13) management style (15), and leadership style (13), the respondents answered that they neither like nor dislike them.

Based on the findings, as a whole, the respondents have positive feelings toward their company's corporate identity. Meaning, they do like their present corporate identity. This is reflected on the scale with highest total number of responses (198).

Table 4.6 on page 49 shows the respondents' mean scores on affective commitment questionnaire and their respective equivalent on the likert scale. It can be seen that the employees' responses fall on either neutral or agree scales only. This implies that the employees generally agree to the 15 statements which describe their commitment to their organization. With a 3.761 over all mean, this means that Globe HR employees have high level affective commitment.

Table 4.6

Respondents' Mean Scores on the Affective Commitment Questionnaire'

Respondent's Code	Mean	Equivalent
1	3.93	Agree
2	3.93	Agree
3	4	Agree
4	3.67	Agree
5	4.47	Agree
6	4.04	Agree
7	3.8	Agree
8	3.6	Agree
9	4.13	Agree
10	3.33	Neutral
11	3.93	Agree
12	4.4	Agree
13	3.93	Agree
14	3.13	Neutral
15	3.73	Agree
16	3.47	Neutral
17	4	Agree
18	2.93	Neutral
19	3.07	Neutral
20	3.8	Agree
21	3.67	Agree
22	4.33	Agree
23	4	Agree
24	3.6	Agree
25	3.6	Agree
26	4.07	Agree
27	3.07	Neutral
28	3.33	Neutral
29	3.4	Neutral
30	4.47	Agree
Over-all Mean	3.761	Agree

Table 4.7

Distribution of Respondents by Level of Commitment

Level of Commitment	No. of Respondents	Total
Low	0	0
Moderate	8	8
High	22	30

Table 4.8 presents the distribution of respondents by level of commitment. By comparing the results presented in the table 4.7, it appears that 22 out of 30 employees have high level of commitment to their organization. The findings also tell that 8 employees have moderate commitment to the organization. This implies that a majority of the HR employees are highly committed to their organization.. Furthermore, the result shows that no one from the surveyed employees has low level of affective commitment. Generally, the employees have strong desire to continue working for their organization because they agree with it and they want to do so. This also means that HR employees have a strong belief in and acceptance of the organization's goals and values and they are ready to exert considerable effort on behalf of their organization.

Table 4.8

Level of Knowledge and Attitude towards Corporate Identity

LEVEL OF KNOWLEDGE	ATTITUDE			Total
	Negative	Neutral	Positive	
Low	0	3	3	6
Ave	0	13	7	20
High	0	3	1	4
Total	0	19	11	30

Table 4.8 shows the respondents distribution based on their knowledge level and their attitude towards their company's corporate identity. It is obvious that no one from among the respondents has a negative feeling towards his company's corporate identity. The findings also show that of the 19 employees who have neutral feelings toward their corporate identity, 13 have average level of knowledge and only 3 have high level of knowledge. The other 11 employees have positive attitude towards their company's corporate identity, 7 of them have average level of knowledge and only 3 have low average level of knowledge with regard to their company's corporate identity.

Microsoft Excel Output

- Level of Knowledge and Attitude**

Ho: There is no significant relationship between employee's level of knowledge and attitude towards company's corporate identity.

Ha: There is significant relationship between employee's level of knowledge and attitude towards the company's corporate identity

Level of Knowledge and Attitude

Level of Significance	0.05
Results	
Critical Value	5.991476
Chi-Square Test Statistic	0.717703
p-Value	0.698478
Do not reject the null hypothesis	

Based on the computer output, using 0.05 as the level of significance, the critical value is 5.991476. The Chi-Square Test Statistic is 0.717703 and the p-Value is 0.698478. Since the p-Value is greater than the level of significance, the

null hypothesis is accepted. This means that the employee's attitude towards the company's corporate identity is independent of their knowledge of their corporate identity. It seems that this finding do not support earlier studies which believe that what an employee feels toward his organization would depend on what he knows about his organization, what it stands for, and how things are done in this particular organization.

Table 4.9

Respondents' Distribution Based on their Level of Knowledge
and Level of Commitment

KNOWLEDGE LEVEL	LEVEL OF COMMITMENT			Total
	Low	Moderate	High	
Low	0	3	3	6
Average	0	4	16	20
High	0	0	4	4
Total	0	7	23	30

Table 4.10 on page 53 presents the distribution of the respondents based on their level of commitment vis a vis their level of knowledge. The results show that the level of knowledge and commitment with the most number of respondents (16) are average and high respectively. This means that those employees have average knowledge with regard to their corporate identity and that at present, they are highly committed to their organization. Also, no one from the respondents have low level of commitment to their organization. There are 6 employees who have low level of knowledge but have are moderately and high committed to their organization. This finding also rejects earlier belief on such factors that could increase employee identification. The way an individual

develops his identification and involvement in a particular organization is believed to be influenced by what they know about the organization the organization. Since the employees are one of the important publics of the organization, they are most likely the first to know about who their organization really is. Knowledge on how an organization presents itself is a vital factor on how the employees accept their organization's goals and values.

- **Level of Knowledge and Level of Commitment**

Ho: There is no significant relationship between the employee's level of knowledge about their company's corporate identity and his level of affective commitment to the organization.

Ha: There is significant relationship between the employee's level of knowledge about their company's corporate identity and his level of affective commitment to the organization.

Knowledge Level and Level of Commitment

Level of Significance	0.05
Results	
Critical Value	5.991476
Chi-Square Test Statistic	3.726708
p-Value	0.155151
Do not reject the null hypothesis	

The computer output shows that the critical value is 5.991476. The Chi-Square Test Statistic and the p-Value results are 3.726708 and 0.155151. The level of significance, 0.05 is obviously less than the p-Value. This suggests that the employee's level of commitment is independent of their knowledge about the company's corporate identity.

Table 4.10
Attitude towards CI and Level of Affective Commitment

ATTITUDE	LEVEL OF AFFECTIVE COMMITMENT			Total
	Low	Moderate	High	
Negative	0	0	0	0
Neutral	0	5	6	11
Positive	0	2	17	19
Total	0	7	23	30

Table 4.11 presents the summary of the frequency of the respondents' attitude towards corporate identity in relation to their level of commitment. The finding shows that 5 of the employees who have neutral attitude as regards their corporate identity have also moderate level of affective commitment to their organization. Furthermore, the table shows that a majority of the employees have positive attitude and at the same time have high level of affective commitment. Based on these results, it can be concluded that an employee who has a positive attitude towards the company's corporate identity would more likely to demonstrate a high level of affective commitment to the organization

- **Attitude and Level of Commitment**

Ho: There is no significant relationship between the employee's attitude towards the company's corporate identity and their level of affective commitment to the organization.

Ha: There is a significant relationship between the employee's attitude towards the company's corporate identity and their level of affective commitment to the organization.

Attitude and Level of Commitment

Level of Significance	0.05
Results	
Critical Value	3.8414553
Chi-Square Test Statistic	4.751107
p-Value	0.0292795
Reject the null hypothesis	

Using 0.05 as the level of significance, the results are the following: critical value is 3.8414553, Chi-Square Test Statistic is 4.751107 and p-value is 0.0292795. Since the p-Value is less than the level of significance, the findings indicate that the employee's level of affective commitment is dependent on the employee's attitude towards the company's corporate identity

To measure the strength of association or relationship between attitude and level of affective commitment the data is analyzed using Spearman's Rho (r_s) or Rank Correlation Coefficient and Coefficient of Determination (R).

Formula: Spearman's Rho $r_s = 1 - \frac{6(\sum d^2)}{N(n-1)}$

$$N(n-1)$$

Coefficient of Determination $R = 1 - \frac{\sum e^2}{\sum y^2}$

$$\sum y^2$$

Coefficient of Non-determination $1 - R$

Acceptable range:

.8 - 1 = High
 .51 - .79 = Moderate
 .01 - .5 = Low

Result: $r_s = 1 - \frac{6(8)}{30(30-1)}$
 $r_s = .998$

$$R = 1 - 8/16 = .5 \quad 50\%$$

$$1 - R = .5 \quad 50\%$$

Since .998 is positive, it can be concluded that there exists a positive relationship between the employee's attitude towards the company's corporate identity and the employee's level of affective commitment. Based on the acceptable range, the result also suggests that the relationship is strong. Moreover, 50% of the changes in the level of affective commitment can be attributed to the employee's attitude towards the company's corporate identity at the same time that 50% of the changes in the level of affective commitment cannot be explained by or attributed to the employee's attitude. This finding implies that the more positive the attitude of the employee towards his corporate identity the more likely he would commit to the organizational goals and values of his company, the more he is ready to exert considerable effort on behalf of the organization, and the more he would choose to remain a member of the organization.

CHAPTER FIVE

Summary of Findings, Conclusions, Implications and Recommendations

Summary of Findings

The following are the findings of the study:

First, out of thirty employees, twenty-one have average level of knowledge, thus taken collectively, HRG's knowledge with regard to the company identity is at the average level.

Second, among the 15 selected manifestations of corporate identity, the company logo has the highest number of employees whose response falls on the "like" scale, which means positive attitude. This result supports earlier studies which claim that visual presentation of the company to its public can invoke the organizational member's strength of identification

Third, the over all mean score of the employees on the attitude questionnaires indicates positive feelings toward their company's corporate identity

Fourth, based on the employees' mean score on OCQ, the findings show that the employees have high level of affective commitment. . They have strong desire to continue working in the organization because they agree with it and want to do so.

Fifth, using the chi-square test, the study reveals that the employee's knowledge has no significant relationship with the employee's level of affective commitment but the employee's attitude towards the company's manifestation of corporate identity does. With a coefficient correlation of .998 (99.8%), the

degree of association is identified as positive and such relationship is strong. Furthermore, the result on the goodness of fit test shows that fifty percent (50%) of the changes in the employee's level of commitment can be attributed to the changes in the employee's attitude toward the company's corporate identity.

Conclusion

The study aimed to know the Globe's HR employees' level of knowledge and attitude towards corporate identity and to determine their relationship with their level of affective commitment.

The results of the study have shown that the HR Globe employees have average level of knowledge with regard to their corporate identity. The findings also suggest that generally, the employees have positive attitude towards most of the manifestations of their company's corporate identity.

Also, the findings indicated that HR Globe employees have high level of affective commitment to their organization. They are willing to commit to the organizational goals and values of their company, to exert considerable effort on behalf of the organization, and to remain a member of the organization.

On the other hand, the analysis revealed that the level of knowledge has no significant relationship with how an employee feels toward his company's corporate identity. This finding rejects the common notion which states that an individual's attitude towards something is dependent on what he knows about that thing.

Moreover, based on the chi-square test results, Globe employee's level of affective commitment is independent of his level of knowledge about his company's corporate identity.

Furthermore, the results have shown that there is a significant positive correlation between the employee's attitude towards corporate identity and his level of affective commitment. Fifty percent of the changes in the employee's level of commitment can be attributed to the changes in the employee's attitude toward the company's corporate identity. This finding implies that the more positive the attitude of the employee towards his corporate identity the more likely he would commit to the organizational goals and values of his company, the more he is ready to exert considerable effort on behalf of the organization and the more he would choose to remain a member of the organization.

Lastly, the study has proven that the employee's degree of commitment to the organization is dependent on the employee's attitude towards the way the company presents itself to its public.

Implication

The findings of this study implies that level of affective commitment is not dependent on the knowledge alone of the individual but more so on the attitude of an individual towards his company's corporate identity. Thus, communicating corporate identity or informing the employees about it would not ensure high level of commitment. This means that there might have other factors that can

significantly trigger the strength of the emotional attachment of an employee to his organization.

On the other hand, the findings of the study also imply that what an employee knows about his company does not directly affect what he feels towards it. Attitude predictors cannot solely be accounted to the person's knowledge of how his organization presents itself. There may also have other variables that could trigger the attitude of an individual towards his corporate identity..

Recommendations

For further studies, the resercher recommends the following:

First, employ a different research design to yield more significant findings. Interview schedule is advised.

Second, use a research instrument that can absolutely measure an employee's level of knowledge with regard to his company's corporate identity. Also, use all the 25 statements on the Organizational Commiitment Questionnaire so that the total measurement of commitment would be ensured.

Third, during the distribution of survey questionnaire, it would be best if the respondents are gathered in a classroom setting or in any closed-door setting so that the researcher would have an assurance that the respondents would not cheat or discuss the answers among themselves. Timing is also important.

Fourth, to be able to have a more significant result focused on just one aspect of the corporate identity mix (e.g. symbols, communication climate, and behavior).

Lastly, conduct the study for a longer period of time.

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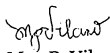
Dear Mr. Maranan:

I am a senior taking BA Organizational Communication in the University of the Philippines Manila. As a requirement in the degree program, I am currently writing my undergraduate thesis, which focuses on the concepts of corporate identity and organizational commitment.

In view of this, I would like to ask your permission to allow me to conduct my study on the group you are heading. I would give survey questionnaires to the employees, designed to measure their knowledge of and attitude towards the company's corporate identity and their organizational commitment as well. Rest assured that all information would be used for academic purposes.

I shall keep in touch with you regarding this matter. Should you have any questions or clarifications on my requests, please do not hesitate to contact me.

Sincerely yours,



May P. Vilano

Noted:



Rafael Villar
Thesis Adviser

APPENDIX B

Survey Questionnaire

Dear Respondent,

I am a senior taking BA Organizational Communication in UP Manila. As a requirement in the degree program, I am currently writing my undergraduate thesis on the concepts of Corporate Identity and organizational commitment.

In line with this, may I request you to answer the following questions to help me in this requirement? Rest assured all information would be used for academic purposes only.

Thank you!

May P. Vilano

I. Personal Information

Name:(optional) _____ Group/Section: _____

Sex: _____ Employment contract: _____

Position: _____ Tenure: _____

I.. Knowledge

The following are facts about Globe Telecom. Fill in the blanks with the correct answer.

1. Globe's former legal name was _____.
2. Globe was formed from four independent radio and telegraph companies, namely, Globe Wireless, Ltd. (GWL), Clavecilla Radio Systems (CRS), _____ and _____.
3. Singapore Telecom and International & Deutsche Telecom AC and _____ are the Globe's shareholders.
4. Globe's new corporate headquarters are located in _____.
5. The Chairman of Globe Telecom is _____.
6. Globe was named Employer of the year 2000 by _____.
7. Last 2001, for the fifth year in a row, Globe was listed among _____ Magazine's most admired Asian Companies.
8. The Employee Newsletter of Globe is _____.
9. The _____ is a collegial body that has continued the tradition of shared professional management responsible for setting the strategic agenda of the company.
10. The two other committees that function autonomously in Globe are _____ and _____.
11. State the one of the company missions of Globe

_____.
12. Give at least two company values of Globe
a. _____

- b. _____
13. State the company slogan of Globe

14. Give at least two of the last year's employee giving programs spearheaded by Employee Relations and Internal Communications
a. _____
b. _____
15. Describe briefly the Globe's official company logo (in terms of color, shape, etc.).

III. ATTITUDE

Please encircle the number that best describes your attitude on the following item.

- 1 – strongly dislike it
2 – dislike it
3 – neutral
4 – like it
5 – strongly like it

- | | |
|---|--|
| 1. Globe's corporate name
1 2 3 4 5 | 10. Globe's leadership style
1 2 3 4 5 |
| 2. Globe's corporate headquarters
1 2 3 4 5 | 11. Globe's company mission
1 2 3 4 5 |
| 3. Globe's official company logo
1 2 3 4 5 | 12. Globe's company values
1 2 3 4 5 |
| 4. Globe's company "house style"
1 2 3 4 5 | 13. Globe's company slogan
1 2 3 4 5 |
| 5. Globe's employee uniforms.
1 2 3 4 5 | 14. Globe's company rituals and ceremonies
1 2 3 4 5 |
| 6. Globe's company history
1 2 3 4 5 | 15. Globe's employee sense of social responsibility
1 2 3 4 5 |
| 7. Globe's corporate heroes/heroines
1 2 3 4 5 | |
| 8. Globe's employee newsletter
1 2 3 4 5 | |
| 9. Globe's management style
1 2 3 4 5 | |

APPENDIX C

Original Organizational Commitment Questionnaire

Instructions: Think of your role as employee at Milligan College. For each item below, select the answer that best represents your attitude or belief about Milligan. Please respond to all items using the following scale:

- 7 = I agree very strongly with the statement
- 6 = I agree strongly with the statement
- 5 = I agree with the statement
- 4 = I neither agree nor disagree with the statement
- 3 = I disagree with the statement
- 2 = I disagree strongly with the statement
- 1 = I disagree very strongly with the statement

1. I am very proud to be an employee of Milligan College.
2. In general, the people employed by Milligan are working toward the same goals.
3. We at Milligan are special and different from others in our field.
4. Milligan's image in the community represents me, as well as the college.
5. I often describe myself to others by saying, "I work for Michigan, " or " I am from Milligan."
6. I try to make on the job decisions by considering the consequences of my action for Michigan.
7. I would probably continue working for Milligan even if I didn't the money
8. I am glad I chose to work for Milligan rather than another organization.
9. I talk up Milligan to my friends as a great organization to work for.
10. In general, I view Milligan's problem as my own.
11. I am willing to put in a great deal of effort beyond that normally expected in order to help Milligan be successful.
12. I become irritated when I hear others outside Milligan criticize the organization.
13. I have warm feelings toward Milligan as a place to work.
14. I would be quite willing to spend the rest of my career with Milligan.
15. I feel that Milligan cares about me.
16. The record of Milligan is an example of what dedicated people can achieve.
17. I have a lot I common with others employed by Milligan.
18. I find it difficult to agree with Milligan's policies on important matters relating to me.
19. I find that my values and the values of Milligan are very similar.
20. I like to tell others about projects that Milligan is working on.
21. I feel very loyal to Milligan.
22. I describe Milligan as a huge "family" in which most members feel a sense of belonging.
23. I find it easy to identify with Milligan.
24. I really care about the fate of Milligan .
25. Deciding to work for this organization was a definite mistake on my part.

APPENDIX D

MASTER DATA SHEET

espondents' #	Sex	K. Score	Tenure	SD	ATTITUDE TOWARDS CI				LEVEL OF ORGANIZATINAL COMMITMENT					
					D	N	L	SL	SD	D	N	A	SA	
1	f	15	3.5	0	1	6	6	2	0	0	4	8	3	
2	f	14	1.1	1	1	5	5	3	0	1	3	7	4	
3	m	14	2.0	0	2	1	8	4	0	0	3	9	3	
4	f	12	1.9	0	4	4	4	3	0	1	7	3	4	
5	m	11	5.0	0	1	2	4	8	0	0	1	6	8	
6	f	11	2.0	0	0	1	10	4	0	0	3	8	4	
7	f	11	3.4	0	0	2	11	2	0	0	4	10	1	
8	m	11	5.3	0	0	4	9	2	0	1	7	4	3	
9	m	11	3.6	0	0	2	5	7	0	0	2	9	4	
10	f	10	5.0	0	0	3	10	2	0	2	6	7	0	
11	f	10	5.1	0	2	4	9	0	0	0	5	6	4	
12	f	10	3.0	0	0	3	8	4	0	0	0	9	6	
13	f	10	3.4	0	0	3	10	2	0	0	4	8	3	
14	m	10	1.7	4	1	4	4	2	1	5	3	3	3	
15	m	9	3.0	0	1	5	5	4	0	0	6	7	2	
16	m	9	4.5	0	0	7	7	1	0	0	9	5	1	
17	f	9	3.3	0	0	11	4	0	0	0	4	7	4	
18	m	9	1.4	2	3	4	6	0	4	2	2	5	2	
19	m	8	1.4	0	0	9	5	1	1	0	11	3	0	
20	f	8	3.0	0	4	9	2	0	0	0	3	12	0	
21	f	8	1.2	0	0	5	8	2	0	1	3	11	0	
22	f	8	3.6	0	2	7	3	3	0	0	2	6	7	
23	f	8	2.0	0	2	0	13	0	1	1	1	6	6	
24	m	8	2.6	0	0	6	6	3	0	0	9	3	3	
25	f	7	1.9	0	2	5	7	1	0	0	8	5	2	
26	f	6	5.4	0	0	7	8	0	0	0	4	6	5	
27	f	6	2.0	1	4	2	7	1	3	2	2	7	1	
28	f	5	5.3	0	0	14	1	0	0	0	10	5	0	
29	m	4	1.0	0	0	3	9	3	0	0	9	6	0	
30	f	4	1.0	0	0	1	6	8	0	0	2	4	9	
TOTAL		276		8	30	139	200	72	10	16	137	195	92	