

INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY: APPLIED BUSINESS AND EDUCATION RESEARCH

2025, Vol. 6, No. 3, 1031 – 1043

<http://dx.doi.org/10.11594/ijmaber.06.03.05>

Research Article

Hofstede's Cultural Dimensions – A Study of Filipino Canadians

Dave Estrella*

University of Ottawa, Ontario, Canada

Article history:

Submission 26 September 2024

Revised 28 February 2025

Accepted 23 March 2025

**Corresponding author:*

E-mail:

aestr025@uottawa.ca

ABSTRACT

Understanding Hofstede's Cultural Dimensions is the tool that this researcher used to examine the cultural differences between Philippines and Canada, as well as new emerging culture of the Filipino Canadians as a sub-group of cultures. This research study examines the different cultural dimensions - Power Distance, Uncertainty Avoidance, Individualism / Collectivism, Masculinity / Femininity, and Short Term / Long Term Orientation to understand the factors affecting the underrepresentation of Filipino Canadian Engineers in the Architecture, Engineering and Construction (AEC) industry in Canada. The respondents of this research study are internationally trained Filipino Canadian Engineers who are also members of the Association of Filipino Canadian Engineers (AFCE). The researcher used a combination of self-made Survey Questionnaires published on Google Forms and face-to-face interviews. The questionnaires were sent via email and/or social media platforms such as Messenger and LinkedIn. The data collected were tallied, analyzed, interpreted and summarized using statistical treatments such as Mean, Pearson r correlation, Standard Deviation and Frequency. The study revealed that Filipinos have assimilated well into the Canadian Society in terms of the Hofstede's Cultural Dimensions with the exemption of Collectivism. In terms of Power Distance, Filipino Canadians revealed a low score while in the Motivation towards Achievement and Success, Filipino Canadians prefer a more work-life balance, both comparable to Canadians. The study also revealed that many Filipino Canadian Engineers feel that they are underrepresented in the Engineering and Construction industry in their new home, Canada. Filipinos should start conversations on Diversity and Inclusion to mitigate this problem. These findings will help community leaders to develop courses and programs that will help pave the way for Filipinos to effectively assimilate to a diverse and inclusive Canadian society.

Keywords: *Cultural Dimensions, Filipino Canadians, Filipino Canadian Engineers, Global Filipinos, Hofstede*

How to cite:

Estrella, D. (2025). Hofstede's Cultural Dimensions – A Study of Filipino Canadians. *International Journal of Multidisciplinary: Applied Business and Education Research*. 6(3), 1031 – 1043. doi: 10.11594/ijmaber.06.03.05

Introduction

There seems to be a noticeable cultural difference between the East and the West and although Philippines is the most western in the Asia Pacific, Filipinos still exhibit their Asian values and beliefs.

There are not too many academic studies on the cultural differences between Filipino and North America. Hence, the result of this study will provide a significant starting point to many Filipino Immigrants in Canada.

The Philippines has been a primary source of foreign workers in Canada (Philippine Statistics Authority, 2023). As a matter of fact, 1 in 10 temporary work permits in Canada were issued to Filipino nationals (Government of Canada, 2023). Of the 116,600 Temporary Work Permits issued in 2020, about 4.8% was issued for the Construction industry, majority of which are for construction workers to fill the shortage in labor (Statistics Canada, 2023). In 2021, the Philippines placed second in the source of Permanent Residents after India (Statistics Canada, 2022).

According to the Philippine Embassy website, about 90% of the Filipinos in Canada settled in the provinces of Ontario, Alberta, British Columbia and Manitoba while majority of them settling in major cities like Toronto, Vancouver, Winnipeg, Calgary and Montreal. Toronto remained the favorite urban center among Filipinos followed by Vancouver and Winnipeg (Philippine Embassy website).

Filipinos in the healthcare industry, especially the nurses as well as the accountants have flourished in Canada while many Filipino Engineers are still struggling for recognition. Hence, this author's focus on Filipinos in the Engineering industry is a way to help these professionals find its place in their new home. Similarly, this author limited his focus on provinces where majority of Filipinos have settled.

The examination of cultural dimensions of Filipino Canadian Engineers is not only limited within the Permanent Residents and former Filipinos who work in the Construction Industry, but also to Filipinos with temporary foreign worker (TFW) Visa.

Related Literature

Many of the Filipino Professionals who work in their field remain as middle managers. Ramos-Reid (2019) however, revealed that Filipinos in Canada fare better than the other immigrant groups. Besides, Morfin (2019) reported that along with Amsterdam, New York, Los Angeles, Singapore, London, Paris, San Francisco, Sao Paolo, and Sydney, Toronto is one of the 10 most multicultural city in the world. As a matter of fact, all 169 nationalities live and work within the city boundaries.

Besides, in the globalization processes over the years, culture changes people's perception of the world. Based on various studies of Hofstede on culture, many cultural studies from various research had tried to bridge culture and leadership. It has become an axiom among thousands of international researchers that effective leadership processes relies on the role which the culture plays (Den Hartog and De Hoogh, 2023). As defined, Culture is learned socially and disseminated by members; provides rules of conduct within organizations.

In addition, Kaizen Leadership Asia has identified that the majority of western- owned companies operating in the Philippines, find it difficult to get an improved leadership skills and effectiveness of Filipino managers and supervisors that are at par with global standards (Kaizen Leadership Asia, 2021). That could possibly be the reason why many Filipinos remain in the middle manager position and never progressed in the top post in many corporate organizations in Toronto and throughout Canada. Filipinos tend to assimilate to their host country's culture and lifestyle effectively by moving backwards, then forward. It is a challenge to start a new life in a new place, but there is always a way to adjust. Filipinos need to unlearn, relearn, and learn new leadership style in order to prosper in the host country. Garabiles et al. (2019) studied cultural adaptation among overseas Filipinos and found out that unfitting characters, lack of Filipino values and unsuitable problems and activities are not important to Filipinos.

According to Lucila (2022), Filipinos started immigrating to Canada in the 1950s,

mostly Doctors with US Exchange Visitors Program, and continues until recently immigrating through the student pathway. Canada prides itself with plurality of races with all of the world's nation represented throughout the nation. Filipinos remain a silent minority. Although, Filipinos are well educated before they arrive in Canada, they remain isolated and discord. They remain observers instead of being movers and shakers in the industry. Filipinos are renowned for many remarkable qualities, they are often downplayed or overlooked.

An observation from the majority of western-owned companies operating in the Philippines shows that Filipino leaders and managers are below the global standards (Kaizen Leadership Asia, 2021).

There have been very few studies on nationality and culture as a factor in leadership styles. This posed as a challenge to this researcher. It should be noted the importance of national culture in many organizations that are multicultural and multinational. Without the study of national cultures, cross-cultural challenges will result in failed initiatives and business.

National culture influence decision making in the context of the multinational companies in the Philippines. However, Javillonar, Boni and Aniar (2021) did not see any problems in the leadership styles amongst different local ethnicities within the Philippines. Therefore, there are no problems in interactions between Filipinos and Filipino- Canadian Engineers. However, when Filipino Canadian Engineers work with other nationalities with different cultures, the Filipinos seem to have some setback that need to be identified and addressed.

In the bigger context, Asian American scientists and Engineers are also well underrepresented in the United States especially those who work in the Federal Government. Cultural values helped the growth of Asian American scientists and Engineers. Shivaram (2021) in their studies noted that Southeast Asians are also underrepresented in the STEM programs across the United States.

A study on the Filipino Americans leadership styles of those enlisted in the US Navy revealed that the Filipinos are underrepresented in the US Navy even with the long history of

Filipinos being a colony of the Americans. He noted that generational status, education, gender, mentorship and leadership training are all important factors in successful leadership.

A study on the different cultures in Toronto within the construction industry found out that the cultural differences don't affect the effectiveness of the management in Construction. Hence, it is quite difficult to understand why, the 24% of the Filipino population who are working in their field of specialization remain in the middle management. But, with the understanding of the more global condition within North America, this researcher has vowed that there is a problem with the Filipino brand of leadership and this problem needs to be corrected for all the future generations of Filipino Canadians and Filipinos in general.

Based on Hofstede's cultural dimension, Cuhadar (2022) identified the link between leadership profiles and specific cultures. Leadership often manifests itself when the level of power can be compared to the status of countries in terms of cultural dimension level. Similarly, national culture is a major key to leadership. However, in some cases, the degree of higher power is reflected in social practices, in which workers are skeptical of ideas for higher positions, such as Iran.

Janicijevic (2019) believes that the national culture indeed impacts leadership and leadership styles because it makes everyone aware of the reality that surrounds them. Areiqat, Hamdam, Zanil, Horaini and Al-Khoury (2020) are all convinced that leadership and organization culture are crucial elements for an organization to succeed and attain sustainability in the business.

It is important to note that national culture is a powerful tool in Human Resources Management, especially in values, attitudes and behavior of people. Ahmad, Alhammadi and Jameel (2021) concurred that national cultures affect the decision making, leadership styles and even Human Resources practices in a company. Decision making process depends on the cultural background of the managers.

National culture and organizational cultures are all dependent on the company size. On the other hand, corporate practices are based on culture while employees show more

commitment when their manager is familiar with their national culture.

National culture has a significant effect on the effectiveness of a leader as it influences leadership and leadership styles. On the other hand, national culture and emotional intelligence both affect the leader's leadership style.

Managers in any multi-national companies are all aware of cultural differences and should know exactly how to navigate the advantages and disadvantages.

In a comprehensive review of many studies, it has been concluded that the culture dimension will determine the acceptable leadership profile in that nation. Thus, collective interests are better even if the individual's intentions suffer, while the evidence found in Georgia emphasizes collective leadership. It is evident that a cohesive leadership in New Zealand is existing, with effective leadership emphasizing motivation and inspiration. However, in Egypt as a cohesive society, it shows that evidence leaders emphasize informal communication with colleagues. There is little information about the culture and practice of leadership in Italy and solidarity and self-sacrifice are important aspects of high collective bargaining. However, a slightly different approach to this is by defining the extent of collectivism, employees may strive to sacrifice their happiness for the benefit of the group. However, it was interesting to note that in Africa, collectivism reflects high levels of reliability. The main purpose is to act as a barrier to management. He says that if a mistake is made, the person with the lowest honesty will regret it and others. Research revealed that the feedback was critical for collectivists while independence was highly valued on the other hand.

From the study of Hawamdeh and Qatamin (2021), results revealed that cultural dimensions affect knowledge sharing in different ways, some of which have a positive effect, but others have no effect. Furthermore, the results are consistent with the study conducted by Kucharska and Bedford (2019) that indicates organizational culture influences knowledge sharing, which assumes that organizational culture dimensions proposed by Hofstede have an influence on knowledge sharing. Furthermore, Sawan, Suryadi, & Nurhattati (2021) carry out

a study claiming that organizational culture types have an impact on knowledge sharing.

Synthesis

Although this researcher is convinced that there are only few research studies available encompassing the depth of this research study, research literature and studies cited in this section are very useful because they are presented according to the variables of the study. The discussion mainly focusses on cultural dimension and leadership style which are useful in the discussion of the results of this study. Specifically, the related literature and studies highlight cultural value dimensions in which it would help every individual to understand culture and to be able to make sense of culture differences. The dimensions cited provide every individual with a perspective of culture for themselves as well as perspective of how others perceived their culture. More importantly, the discussion is to provide essential information that helps leaders increase their knowledge on different cultural dimensions, as leaders who adhere to their values earn respect and commitment from their teams. In conclusion, value-driven leadership would inspire others not just to follow them but to adopt those values as their own.

The problem of Filipino Canadian Engineers being underrepresented is widely common in the United States not only amongst Filipinos but with other Asians as well. This researcher is convinced that the problem is not specific to Filipino Canadians and that there are ways to mitigate the problem by crafting a program dedicated to uplift the leadership styles of Filipino Canadian Engineers.

National cultures play a major role in leadership styles as suggested by different researchers. The Filipino culture is unique because of the blend between the local and Asian culture as well as the western influences. Many research studies suggested that in any multinational company or any multicultural company as many of the workplaces in Canada are, the importance of the study of cultural differences is very crucial the success of the business. Hence, the Filipino Canadian Engineers should understand their own cultural difference in

order to grow as an individual and as a professional in another foreign land.

Moreover, the current study would like to understand how Filipinos with their culture, work in a Canadian environment. Understanding their perceived cultural dimension (Power Distance, Individualism, Uncertainty Avoidance, Collectivism, Long term orientation, Masculinity), and their leadership style (authoritative, democratic, facilitative and situational), as well as their relationship would address the gap of the study.

Hofstede's Cultural Dimensions

Based on Hofstede's research on organizational cultures revealed that there seem to be a great divide in the Power Distance and Collectivism / Individualism dimensions between the Philippines and Canada.

Power Distance is related to human inequality between the managers and the rank and file. Figure 1 below suggests that in the Philippines, the hierarchy in many workplaces exists. Similarly, Canada exhibit high on Individualism where the Philippines score low, Collectivism.

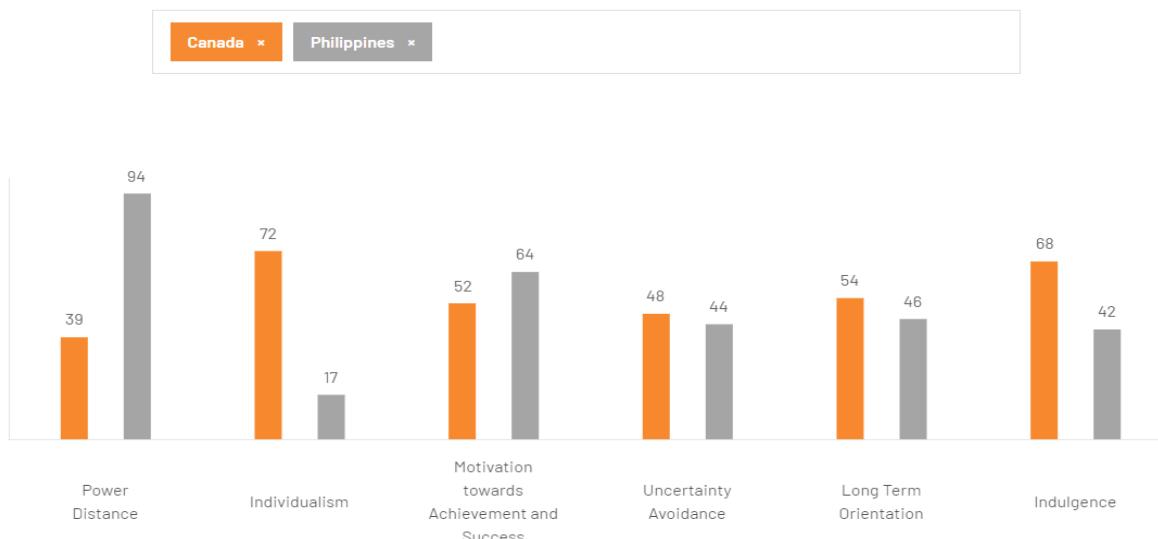


Figure 1. Hofstede Cultural Dimensions – Philippines & Canada

Source: <https://www.hofstede-insights.com>

Methods

The following steps were adopted in this research study:

- Literature review of the many studies pertinent to the above-mentioned topic. These include literature gathered from the City of Toronto library as well as newspapers and publishers in and around Toronto. Any available online resources will also be reviewed and will form part of this research study.
- Statistical data from government agencies such as The Philippine Embassy in Ottawa, Statistics Canada (StatsCan), Citizenship and Immigration Canada, as well as the City of Toronto. These statistics are readily available on the respective government websites.

- Quantitative and qualitative survey / interviews from among the Filipino Engineers and construction professionals in Toronto, Canada. This would include questionnaires, observations, and face-to-face interviews. Refer to appendices for related questionnaires.

The researcher selected samples from his network of Filipino Engineering professionals in Canada and as well as members of the Association of Filipino Canadian Engineers (AFCE) and its affiliate members in Ontario, British Columbia, Alberta and Manitoba. This methodology ensured that the responses came from Filipino Canadian Engineers themselves. The research was conducted online through Google Forms.

This researcher used quantitative tools to present the demographic profiles of the participants. This researcher introduced a more open-ended discussions in order to capture a more in-depth experience of the respondents.

Answers to the questions were then examined using both quantitative and qualitative analysis. Statistical and descriptive analysis were used in this study.

A face-to-face interview was conducted to verify the answers.

Population, Sample Size, and Sampling Technique

The researcher sent the questionnaires to all active members of AFCE and its affiliates - 90 members in Ontario, 25 in British Columbia, 40 in Alberta and 30 in Manitoba. As well, this researcher approached his personal contacts on LinkedIn, who are gainfully employed in the construction industry.

The research was conducted online using Google Forms while the interviews were either virtually using Zoom or MS Teams, or face-to-face where permitted.

This researcher aimed for a 90% confidence level and 5% margin of error, or better. Hence, the ideal sample size for this academic research is 126.

Description of the Respondents

The respondents in this research study would include internationally trained Filipino Engineers and construction professionals from all across Canada with concentration in the cities of Toronto, Edmonton, Calgary, Winnipeg and Vancouver areas who are currently working as Consultants, Project Directors, Project Managers, Project Coordinators, Estimators, Quantity Surveyors. This researcher will approach all the existing engineering organization including AFCE and its affiliates in Ontario, British Columbia, Alberta and Manitoba. This researcher will likewise approach all Filipino Canadian Engineers connections in his LinkedIn and Facebook account.

Research Instrument

Researchers should read relevant books and literatures, watch relevant films, review published data and conduct interviews and

research for any unfinished analysis by other scholars. This researcher used reference libraries within the City of Toronto. As well, this researcher utilized resources that are available online including relevant statistical data from Statistics Canada, the Citizenship and Immigration Canada, and the City of Toronto.

This researcher conducted online survey using prepared questionnaires from within the members of AFCE and its affiliates in Ontario, British Columbia, Alberta and Manitoba, as well as this author's personal contacts from LinkedIn and Facebook who live and are gainfully employed in the construction industry within the Toronto, Vancouver, Edmonton, Calgary and Winnipeg area.

Lastly, this researcher conducted face-to-face interviews where permitted. Otherwise, this researcher conducted virtual interviews using Zoom or MS Teams. This will validate the results from the quantitative surveys as well as to get a clearer understanding of the study.

The data collected from the literature, journals, statistical data as well as the results from the questionnaires and interviews, will be analyzed quantitatively and qualitatively.

This researcher has commissioned a statistician to oversee the validity of the responses as well as interpret the results. They provided a comprehensive interpretation of the result to this researcher ensuring all the valid points in its entirety were captured and therefore form part of this research study.

Statistical Treatment of Data

The questionnaires used in this research study are standard questionnaires as developed by Hofstede Insights, Choosing Change and Career Constructors.

Therefore, the data were analyzed using the standard methods as developed by the owners of the original study. All the other data required includes the number of years in Canada, gender, their management level / position were used to validate their responses in the standard questions.

Lastly, the responses were validated using selected face to face interviews. To help out in this Academic Research, this researcher has hired a statistician who provided statistical

computation, explain the results while providing suggestions on the statistical test.

Result and Discussion

Underrepresentation

An overwhelming 82.4% think that Filipinos are underrepresented in the Architecture,

Engineering and Construction (AEC) Industry. Although no recent study was conducted regarding the underrepresentation of Filipino Canadian Engineers, the results are compellingly similar to an earlier study on Asian born Engineers in the United States and Canada (Boyd & Schellenberg, 2020.; Shivaram, 2021).

Table 1. Frequency and Distribution of Respondents' Perception towards Underrepresentation of Filipinos in AEC Industry

	f	%
	No	17.6
Do you think Filipinos are underrepresented in the Architecture, Engineering & Construction (AEC) Industry?	Yes	117
		100.0

Underrepresentation in Engineering is not completely unique in the Filipino Canadian Community. As a matter of fact, other races including Blacks, Hispanics, American Indians are all in the same situation. This concern on underrepresentation is not completely new.

With Canada and the United States being multicultural nations, In order to correct this underrepresentation, a conversation about diversity needs to take place.

Power Distance

Power Distance is defined as the even acceptance of power between the less powerful and the most powerful member of an institution. The Geert Hofstede Analysis for Canada reveals a relatively low Power Distance while for the Philippines, it is extremely high (Hofstede-insight.com). It is quite surprising that the Filipino Canadians Power Distance Index reveal more Canadian in Cultural value.

A high-power distance suggests that there is a strong command structure, and each member has a very distinct role to play in the organization. A formal request to meet a higher up is usually required before a meeting can happen.

On the other hand, in a low power distance, the status does not matter at all. Leaders are easily accessible, while participation from everyone is highly encouraged.

Table 2 below shows that Filipino Canadian Engineers disagree on the five points indicated perceiving a high-power distance index and therefore suggests that Filipino Canadians follows the Canadian norm of low power distance.

In business, power distance is very important as it can be defined as the acceptance among employees of the relationship between the highest and lowest ranked members in an organization. Studies have suggested that employees in low power distance workplaces directly impact the distribution of office power. In addition, it is essential for the healthy execution of relations, interactions, and communication between managers and employees (Uzun, 2020). There are positive correlations between employees' perceptions of power distance and organizational commitment in their research conducted in a software company in India suggest that as the power distance of the employees increases, their organizational commitment also increases at a low level.

Table 2. Respondents' Perceived Cultural Dimensions in terms of Power Distance

Power Distance	Mean	Std. Deviation	Descriptive Level
1. People in higher positions should make most decisions without consulting people in lower positions.	2.25	1.01631	disagree

Power Distance	Mean	Std. Deviation	Descriptive Level
2. People in higher positions should not ask the opinions of people in lower positions too frequently.	2.43	1.05807	disagree
3. People in higher positions should avoid social interaction with people in lower positions.	1.54	0.62064	strongly disagree
4. People in lower positions should not disagree with decisions by people in higher positions.	2.13	0.96463	disagree
5. People in higher positions should not delegate important tasks to people in lower positions.	2.18	0.89988	disagree
Overall Mean	2.11		disagree

Uncertainty Avoidance

The Uncertainty Avoidance Index is the level by which members of the cultural group are afraid of unknown situations such as the future. This is also the acceptance of innovative ideas or culture. Both the Philippine and Canadian cultures are accepting of uncertainties (Hofstede-insight.com). The results from this Research confirm the same. This reveals that the Filipino Canadian Engineers are accepting or tolerating new concepts or ideas and indicative, that, as a group, they can still learn and unlearn innovative ideas or concepts.

Similarly, uncertainty avoidance expresses the degree to which the members of the organization feel uncomfortable with uncertainty and ambiguity.

In business, uncertainty avoidance is an important factor influencing how companies from different cultures communicate with each other and the outcome of the communication. In addition, an individual with higher uncertainty avoidance tends to work hard, which will lead to higher group achievement and have higher leadership self-efficacy in an organization. This explains how uncertainty avoidance affects leadership.

Table 3. Respondents' Perceived Cultural Dimensions in terms of Uncertainty Avoidance

Uncertainty Avoidance	Mean	Std. Deviation	Descriptive Level
1. It is important to have instructions spelled out in detail so that I always know what I am expected to do.	4.04	0.87063	agree
2. It is important to closely follow instructions and procedures.	4.37	0.64507	strongly agree
3. Rules and regulations are important because they inform me of what is expected of me.	4.49	0.58471	strongly agree
4. Standardized work procedures are helpful.	4.47	0.61025	strongly agree
5. Instructions for operations are important.	4.56	0.51277	strongly agree
Overall Mean	4.39		strongly agree

Individualism – Collectivism

The Individualism (or collectivism) Cultural Dimension is the degree of interdependence by which a member of a cultural group has among its other members. Canada is characterized as an Individualistic culture while the Philippines is considered as a Collected Culture as

manifested by its extended family culture (Hofstede-insight.com). The results show that Filipino Canadians are keeping this Cultural Dimension of being a Collective Society. This is quite evident in many Professional groups in the Filipino Canadian Community including AFCE where members are helping each other

find a job related to our field, guiding newcomers on how to things in Canada, etc. This is very evident in many Group Chats on the internet where newcomers ask questions about their career and make sure they get the affirmation of those before them. This is a good avenue for Filipino Canadian Engineers to share their knowledge and experience hoping one day, everyone in the community prospers.

The findings underscore the desires and ambitions of the entire group over the needs and aspirations of everyone. Interestingly in such cultures, relationships among members of the group and the relation between people play a crucial role in each person's character. According to Monteiro (2024), in the workplace, collectivist cultures focus on the good of the team and the company over those of the individual. In such a setting, everyone is looking out for each other's best interests. The value of acceptance, belonging, and being a collaborator are deemed advantageous when working in a collectivist culture. However, the downside of collectivist culture is that they are more likely to exist in a homogenous society. Employees are strongly encouraged to adopt the group's values, opinions, and motivations. On the other hand, working together to achieve a goal is a

fundamental aspect of human nature. It truly brought human civilization into our current era of progress. From corporations to democracies to community groups, cooperation has worked for the betterment of all involved.

Collectivism is a cultural aspect with preference for a tightly knit framework in society in which individuals expect their family members, relatives or even members of a particular group to look after them. Individualism, on the other hand, is a cultural aspect with preference for a loosely knit social framework in which individuals are expected to care for themselves and their immediate family.

Loyalty and tight bonds are very intrinsic to friendships and social circles.

Having the ability to envision the company's future is a critical element of successful corporate leadership. Setting bold, long-term goals allows a company to move into new, emerging areas of growth and opportunity and become future-ready. Research entitled "Does Long Term Orientation Create Value" slated to publish in a coming issue of the Strategic Management Journal, supports the view that corporate leaders should focus on long-term gains to attain a dominant market position and create a more secure future.

Table 4. Respondents' Perceived Cultural Dimensions in terms of Individualism / Collectivism

Collectivism	Mean	Std. Deviation	Descriptive Level
1. Individuals should sacrifice self-interest for the group.	3.44	0.94599	agree
2. Individuals should stick with the group even through difficulties.	3.75	0.88161	agree
3. Group welfare is more important than individual rewards.	3.89	0.87595	agree
4. Group success is more important than individual success.	4.06	0.89408	agree
5. Individuals should only pursue their goals after considering the welfare of the group.	3.28	1.05424	neutral
6. Group loyalty should be encouraged even if individual goals suffer.	2.86	0.97113	neutral
Overall Mean	3.55		agree

Masculinity – Femininity

Table 5 below describes the respondents' perceived cultural dimension in terms of Masculinity showing a weighted mean of 2.56 which is verbally described as "Disagree".

The Masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness and material rewards for success. Society at large is more

competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring

for the weak and quality of life. Society at large is more consensus oriented.

Table 5. Respondents' Perceived Cultural Dimensions in terms of Masculinity / Femininity

Masculinity	Mean	Std. Deviation	Descriptive Level
1. It is more important for men to have a professional career than it is for women.	1.99	1.0335	disagree
2. Men usually solve problems with logical analysis; women usually solve problems with intuition.	2.46	1.01444	disagree
3. Solving difficult problems usually requires an active, forcible approach, which is typical of men	2.51	1.03005	disagree
4. There are some jobs that a man can always do better than a woman.	3.26	1.17354	neutral
Overall Mean	2.56		disagree

Masculinity (or femininity) is a cultural dimension that measures the competitiveness of a certain culture. The Philippines is a masculine society where it is expected that people are expected to work hard. Canada, on the other hand, is a feminine society, meaning people are more caring and are concerned about the quality of life (Hofstede-insight.com). The sub-culture of Filipino Canadian Engineers is geared towards femininity.

The study about Masculinity highlights some points that are very important to address gender inequalities because gender inequalities are fundamental issues of social justice. These attitudes and patterns of masculinity are relevant to happiness, health and even to human survival on the planet. According to the written blog of

Luc (n.d.) many of the challenges we face at work and in society are rooted in how we interpret gender, masculinity, and femininity. Organizations that endorse stereotypically masculine values such as emotional toughness and ruthless competition perpetuate what the Harvard Business Review terms masculinity culture contests. Highly correlated with organizational dysfunction, this kind of culture doesn't just undermine women and non-binary employees, but ultimately hurts, too

Short Term - Long Term Orientation

Table 6 below details the respondents' perceived cultural Dimensions in terms of Long-Term orientations showing a weighted mean of

4.21 which verbally described as 'very important'.

The long-term dimension classifies a culture as either normative or pragmatic. The Philippines' long-term dimension is quite low and shows a very pragmatic culture, meaning they value traditions while at the same time preferring quick results. Canada on the other hand, shows a normative society. Both normative and pragmatic value traditions and quick results (Hofstede-insights.com). The Filipino Canadians as sub-cultural group are showing a new cultural dimension valuing long-term orientation. In this regard, the countries that are viewed with high long-term orientation are Japan, China, Germany and Taiwan. They value foresightedness and savings, a sense of shame, and profits are important.

Every society has to maintain some links with its own past while dealing with the challenges of the present and the future.

Societies who score low on this dimension prefer to maintain time-honored traditions and norms while viewing societal change with suspicion. Those which score high take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future.

This is one score that I am not as opinionated on, since either I did not observe enough to see a pattern, or I did not interact with enough people to understand this behavior better.

Table 6. Respondents' Perceived Cultural Dimensions in terms of Long-Term Orientation

Long-Term orientation	Mean	Std. Deviation	Descriptive Level
1. For me, careful management of money (Thrift) is	4.29	0.6488	very important
2. For me, going on resolutely in spite of opposition (Persistence) is	3.92	0.71822	important
3. For me, personal steadiness and stability is	4.33	0.61202	very important
4. For me, long-term planning is	4.61	0.5342	very important
5. For me, giving up today's fun for success in the future is	3.75	0.83231	important
6. For me, working hard for success in the future is	4.35	0.60547	very important
Overall Mean	4.21		very important

Conclusion

The survey results shows that the Filipino Canadians exhibit a different Hofstede's cultural dimensions apart from Canada and the Philippines. This only prove that there is a subculture.

Based on the study, Power Distance for Filipino Canadians is now different from the Power Distance in the Philippines, which is traditionally high. Filipino Canadians in their workplaces adapted Canadian culture in terms of Power Distance.

The Filipino Canadians agree mostly on Collectivism which is similar to the Filipino culture. They seem to retain the Collectivist society, even when they are in Canada which is high on Individualism. This means that many Filipino Canadians will still consult their family, friends and the community before making major decisions in their careers.

The survey results also show that both Uncertainty Avoidance and Long-term Orientation are both affirmative in the Filipino Canadian culture. The results showing Uncertainty Avoidance as Strongly Agree shows that Filipino Canadians, are not taking risks in their decisions.

Lastly, the Filipino Canadians responded Disagree on Masculinity. This strongly suggests that many Filipino Canadians prefer the work-life balance which many Canadians enjoy. This is different from many Filipinos in the Philippines, who are mostly career driven.

It is important that the Filipino Canadian Community should know their culture. However, it is equally important that a conversation about diversity and inclusion starts from the

community itself to be well represented, especially in the AEC Industry. This study will help community leaders to develop programs that will help newly immigrated Filipinos to assimilate faster in the diverse Canadian society.

Acknowledgement

I would like to thank the Filipino Canadian Engineering Community for sharing their insights on this study on Cultural Dimensions.

To Vu and Richard, for keeping my life interesting enough.

To my mother, for being an inspiration to keep going.

Lastly, to the Lord above. For without Him, all these efforts may mean nothing.

References

- Ahmad, A., Alhammadi, A. & Jameel, A. (2021) National Culture, Leadership Styles and Job Satisfaction: An Empirical Study in the United Arab Emirates *Journal of Asian Finance, Economics and Business* 8(6) 111-1120
- Al Hawamdeh, N. & Al Qatamin, A. (2021) The Effect of Cultural Dimensions on Knowledge-Sharing Intentions: Evidence from Higher Education Institutions in Jordan. *Journal of Asian Finance, Economics and Business* Vol 8 No 5 (2021) 1079-1089. Print ISSN: 2288-4637 / Online ISSN 2288-4645
doi:10.13106/jafeb.2021.vol8.no5.1079
- Areiqat, A., Hamdan, Y., Zamil, A. Horani, O. & Al-Khoury (2020) Culture and Leadership

- are Simply Two Sides of Coins *International Journal of Innovation, Creativity and Change* 13(4) 123-147
- Boyd, M. & Schellenberg, G. (2020) Re-accreditation and the Occupations of Immigrant Doctors and Engineers. *Canadian Social Trends Statistics Canada* 11-008
- Country Comparison Tool *The Culture Factor* <https://www.hofstede-insights.com/country-comparison-tool?countries=canada%2Cphilippines>
- Cuhadar, S. (2022) Link Between National Culture and Leadership Styles of Managers in Organizations *Network Intelligence Studies* Vol. X, Issue 20 (2/2022)
- Den Hartog, D. & De Hoogh, A. (2023) Cross Cultural Leadership: What We Know, What We Need to Know, and Where We Need to Go. *Annual Review of Organizational Psychology and Organizational Behavior* 535-566
- Estrella, D. (n.d.) Leadership in a Diverse Culture *About Leaders* <https://aboutleaders.com/60003-2/>
- Garabiles, M., Shehadeh, M. and Hall, B. (2019) Cultural Adaptation of a Scalable World Health Organization E-Mental Health Program for Overseas Filipino Workers *National Library of Medicine* doi: 10.2196/11600
- Janicijevic, N. (2019) The Impact of National Culture on Leadership *Economic Themes* 57(2):127-144
- Javillonar, M., Boni, G. & Aniar, D. (2021) Analysis of Leadership Styles and Socio-Cultural Diversity in a Business Organization: Gear Toward a Better Workplace *CiiT International Journal of Software Engineering and Technology* 13(2) 21-26
- Kucharska, W. and Bedford, D. (2019) Knowledge Sharing and Organizational Culture Dimensions: Does Job Satisfaction Matter? *Electronic Journal of Knowledge Management*, 17(1), pp. 1-18
- Lu, Y. & Hou, F. (2023 Dec 21) Foreign workers in Canada: Distribution of paid employment by industry *Statistics Canada* <https://www150.statcan.gc.ca/n1/pub/36-28-0001/2023012/article/00005-eng.htm>
- Luc, K. (2024 Aug 8) Rethinking Masculinity in the Workplace *Culture Amp* <https://www.cultureamp.com/blog/masculinity-in-the-workplace>
- Lucila, I.B, (2022 Jun 29) Filipino Pioneers of Edmonton *Edmonton City as Museum Project* <<https://citymuseumedmonton.ca/2022/06/29/filipino-pioneers-of-edmonton/>
- Modifying Global Best Practices for the Filipino Workforce *Kaizen Leadership Asia* <https://www.kaizenleadershipasia.com/>
- Monteiro, S. (2024 Aug 20) Culture and Influence in the Workplace: Individualism vs Collectivism *People Hum* <https://www.peoplehum.com/blog/culture-and-influence-in-the-workplace-collectivism-individualism>
- Morfin (2024 Sep 30) The 10 Most Multicultural Cities in the World *Culture Trip* <https://theculturetrip.com/north-america/usa/california/articles/the-10-most-multicultural-cities-in-the-world/>
- Pilot program launches to streamline work permit processing for Canadian employers recruiting in the Philippines *Government of Canada* <https://www.canada.ca/en/immigration-refugees-citizenship/news/2023/10/pilot-program-launches-to-streamline-work-permit-processing-for-canadian-employers-recruiting-in-the-philippines.html>
- Ramos-Reid (2019 Jan 16) Filipinos in the Canadian workforce fare better than the rest *Canadian Filipino Net* <https://www.canadianfilipino.net/news/filipinos-in-the-canadian-workforce-fare-better-than-the-rest>
- Sawan, F., Suryadi, S & Nurhattati, N. (2021) *Impact of Organizational Culture on Knowledge Sharing Behavior* [Paper Presentation] ICREAM 2020, Bandung, Indonesia
- Shivaram, D. (2021 Dec 12) Southeast Asians are Underrepresented in STEM. The Label “Asian” Boxes Them Out More *NPR* <https://www.npr.org/2021/12/12/1054933519/southeast-asian-representation-science>

- Survey on Overseas Filipinos (2024 Sep 13)
Philippine Statistics Authority
<https://psa.gov.ph/statistics/survey/labor-and-employment/survey-overseas-filipinos>
- Uzun, T. (2020) Relationships Between Power Distance, Organization Commitment and Trust in Schools. *Educational Policy Analysis and Strategic Research*, V15, No 3