Disparities of Self-compassion and Job Satisfaction across Decision-Making Styles among Filipino Workers

Marielle R. Potente, Psychology Department, De La Salle University-Dasmariñas, Philippines
Rochelle Anne U. Caraig, Psychology Department, De La Salle University-Dasmariñas, Philippines
Kayze Kein B. Panibe, Psychology Department, De La Salle University-Dasmariñas, Philippines
Jemerson N. Dominguez, Psychology Department, De La Salle University-Dasmariñas, Philippines

✉ : pmr0958@dlsud.edu.ph

Abstract

Self-compassion and job satisfaction of Filipino workers across their decision-making styles are constructs of the present study being presented in the field of work. Workers used a dominant style in decision-making; moreover, studies have shown the correlation between self-compassion and job satisfaction. Thus, this paper sought to determine if the worker's self-compassion and job satisfaction differ based on their decision-making style. This paper aimed to identify the decision-making style, describe and measure the degree of self-compassion and job satisfaction, and determine the difference in self-compassion and job satisfaction across decision-making styles among respondents. The General Decision-making Styles Questionnaire, Self-compassion Scale, and Job Satisfaction Survey were distributed to 359 respondents. Results have shown that the decision-making styles among respondents were rational, intuitive, dependent, avoidant, spontaneous, and dependent. The degree of self-compassion was at a high level (M= 142.78, SD= 21.16), while the degree of job satisfaction showed respondents' ambivalence towards their job (M= 3.51, SD= 0.46). Using the Multivariate Analysis of Variance, it was confirmed that there is a significant difference (Fobt< 0.05) in the self-compassion and job satisfaction across decision-making styles among Filipino Workers and was validated by Fisher's LSD as a post hoc test. Outcomes of the study are recommended as a basis for proposing intervention programs in human resource management and industrial psychology. Mixed-method research is recommended to strengthen this study's concepts of self-compassion and related variables.

Keywords: Self-compassion, job satisfaction, decision-making styles, Filipino workers

Introduction

Work is especially vital for Filipinos because it "shapes well-being and the quality of life" (Hechanova et al., 2019). It was posted on the website of the *Philippine Statistics Authority* (2021) that the employment rate was at 91.2 percent in February 2021. Equivalently, there were 43.2 million Filipinos who had jobs or businesses out of the 47.3 million Filipinos in the labor force, prompting the researchers to believe that work is essential for Filipinos. However, they have different meanings and reasons for it. Moreover, in the book of Hechanova et al. (2019) entitled "Understanding the Filipino Worker and

Organization," it stated that Filipinos view their work as "one of life's most important activities," that they "live to work" and they value it more than leisure. Problems arise in the workplace, and employees' decision-making is assessed through work experience. As many workers experience difficulties and challenges in their jobs, this study aimed to determine the degree of self-compassion of workers themselves. Through these challenging times, the satisfaction of workers matters, Iwata et al. (2017, as cited in World Bank, 2017) concluded that when employees are satisfied, they are more loyal and willing to take on additional work even during challenging times. Thus, this study

is significant in the changing work landscapes affecting workers' self-compassion, job satisfaction, and decision-making.

Ty and Morga (2020) mentioned that "self-compassion and occupational well-being together are stronger predictors of happiness among employees in the Philippines." They argued that "higher levels of occupational well-being including job satisfaction are predicted to have more self-compassion" (p.15). They concluded that a more direct path that results in higher happiness is self-compassion and occupational well-being (Ty & Morga, 2020). Spector (1997) mentioned that job satisfaction is the overall feeling of employees towards their job. In this study, job satisfaction is operationally defined as assessing the nine dimensions of job satisfaction among Filipino workers, as cited in Spector (1997).

It has been described decision-making styles as a person's unique approach to perceiving and reacting to decision-making tasks (Scott & Bruce, 1995, p.820). Although an individual could use more than one decision-making style, it has been concluded by Thunholm (2004, as cited in Bavol'ar & Orosova, 2015) that every individual has a dominant style that they use in their everyday decision-making. Furthermore, "Decision-making styles" have five styles; rational-making decisions in a logical and structured manner; intuitive-trusting one's intuition and making choices that feel right; dependent-describes people who consult others before deciding and relying on others for support; avoidance-describes people postponing decisions or making them at the last minute; and spontaneous-involves creating swift and impulsive decisions. Indeed, decision-making has been found essential, especially in the workplace (Ceshi et al., 2017, as cited in Bavol'ár & Orosová, 2015). In this study, "decision-making style" is operationally defined as a tool that can further assess if there is a difference between "self-compassion and job satisfaction" among Filipino workers.

This study could be significant to the following entities: Filipino workers - They will be able to understand the importance of the variables among themselves. They may also change their views as they venture into the topic with a more in-depth discussion.; I/O Psychologist and HR Professionals - This research can also serve as a guide for them so that they may be able to see and reflect on the awareness of the study to the general public, particularly the Filipino workers; and Future researchers - From this current study, they could gain an idea about the significance of the variables and they could also fill the gap in the study that the researchers were not able to focus on.

Regarding Filipino culture and research, self-compassion is associated with positive functioning and emotional well-being (Domingo, 2014, as cited in Umandap & Teh, 2019). It has also been linked to occupational well-being and happiness (Morga, 2015, as mentioned in Umandap & Teh, 2019). In the Filipino context, self-compassion has also been linked with job satisfaction. Abaci and Arda (2013) demonstrated that in white-collar jobs, the results have shown that there is an average positive relationship between the two variables: self-compassion and job satisfaction in Istanbul. Sharif and Nazir (2016) found that employee job satisfaction is strongly influenced by the working atmosphere, job security, the level of fairness, proximity, compensation and promotion, and relationships of co-workers and supervisors. This means that when workers work in a pleasant atmosphere, have more job security, and are treated equally, their job satisfaction rises. Literature has highlighted the significance of the two variables in the workplace. Previous authors concluded that self-compassion is correlated to job satisfaction. However, in this study, the researchers also used self-compassion and job satisfaction; however, the researchers determined the degree and disparities of the two variables among Filipino workers.

Hayes and Allison (1998, as cited in Bavol'ár & Orosová, 2015) stressed that "decision-making style plays an important role in the workplace" (p.7), while Hechanova et al. (2019) argued that an individual is required to create or decide in all types of work. In the Philippines, Filipinos are used to the scenario that an

individual "of highest status" has the final decision in a group (Cultural Atlas, 2021). However, in this modern age, many organizations in the Philippines, due to the demands of the labor market, seek not just "cognitive skills" but also "behavioral skills, particularly decision-making skills" (World Bank, 2017, para.1); thus, present researchers aimed to identify the decision-making style among Filipino workers and determine the difference among the three variables. Indeed, decision-making has been seen to be significant in a worker and can shape an individual's self-compassion and job satisfaction, especially today, where companies emphasize collaboration in different organizational structures such as decision-making. Weiss (2018, as cited in Clarke, 2020) mentioned that self-compassion in the workplace enables a worker to have the "ability to identify problems, accept negative feedback from others, and change habits that are no longer aligned with their best interests" (para.8); thus, self-compassion enables us to be more mindful of ourselves and our decision making, resulting in more balanced and positive interactions with others (Clarke, 2020). In the study conducted by Ty and Morga (2020), they stressed that the self-compassion and occupational well-being of employees in the Philippines had been found statistically significant. However, there are no studies and articles regarding the self-compassion of Filipino workers in Region IV-A (EBSCO, 2021). Concerning this, a survey conducted by Job Street (2020) for the happiness of employees found out that Region IV-A has a 5.1 score, an above meridian score of 5, which concluded that Region IV-A workers are less satisfied in their jobs.

For this reason, the researchers aimed to explore the worker's situation, particularly in Region IV-A. Many researchers have conducted studies using self-compassion, job satisfaction, and decision-making style, but no researcher conducted studies using the three variables simultaneously; most of the time, a single variable is used or a combination of two variables only. No correlational or comparative studies were found on the EBSCO Website regarding using three variables - self-compassion, job satisfaction, and

decision-making style (EBSCO, 2021). However, there were correlational studies on self-compassion and job satisfaction. Thus, the researchers aim to explore the disparity in self-compassion and job satisfaction across decision-making styles among Filipino workers.

The researchers identified the decision-making style among Filipino workers in Region IV-A, described and measured the degree of self-compassion and job satisfaction among Filipino workers, and determined the difference in self-compassion and job satisfaction across decision-making styles. The researchers hypothesized that there is no discernible difference in Filipino workers' "self-compassion" and "job satisfaction" across their decision-making styles. The alternative hypothesis is that self-compassion and job satisfaction significantly differ among Filipino workers' decision-making styles.

The theoretical framework of this present paper is multimodal; it is a combination of two theories: Self-compassion Theory by Neff (2008) and Job Satisfaction Theory by Spector (1997). There are three elements of self-compassion: a "combination of self-kindness, common humanity, and mindfulness" (Neff, 2008, p.22). The self-compassion theory states that self-compassion occurs when an individual receives self-kindness, common humanity, and mindfulness. Accordingly, high scores in terms of the three elements: self-kindness, common humanity, and mindfulness, lead to high self-compassion. In contrast, low self-compassion occurs when they receive the counterparts of the three elements: self-judgment, isolation, and over-identification. Moreover, self-compassion is experienced differently and is conceptually distinct; but they also tend to engender one another (Neff, 2012).

Spector (1997) has defined "job satisfaction as an affective or attitudinal reaction to a job" (pp.691-695). It is composed of nine facets, namely: "Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards Operating Procedures, Co-workers, Nature of Work, and Communication" (Spector, 1997, para.1). Job satisfaction theory states that job satisfaction occurs when an employee receives the nine facets of job

satisfaction. When an employee scores high in the nine aspects, it can lead to job satisfaction. Meanwhile, employees feel less satisfied when they score low in the nine facets. However, if the employee's scores are average in the nine aspects, the employee is ambivalent. Spector (1997) added that when the nine facets are combined, it yields a "good measure of satisfaction" (para.3). "Multitrait-multimethod analysis" to provide support and evidence for the theory was used. Spector (1997) concluded that "employees' ability to hold varying attitudes about different aspects of the job was strong evidence for the multidimensionality of job satisfaction" (p.705). Thus, it helps explain the interaction of employees and organizations regarding "job satisfaction" in the workplace.

Methods

This study involved Filipino workers aged 18-60, particularly in Region IV-A, as a response to where the previous studies fall short, regardless of gender, religion, ethnicity, and socioeconomic status. The researchers included representatives from each province in the study, a frequency of 71 respondents from Cavite, Laguna, and Rizal participated in the study, and a total of 73 respondents were from Batangas and Quezon, for a total of 359 Filipino workers. The researchers gathered respondents and categorized them based on their decision-making styles.

The researchers used standardized tests – Self-Compassion Scale, Job Satisfaction Survey, and General Decision-Making Style Questionnaire. First the "Self-Compassion Scale" (2003) by Kristin Neff. Several studies have been conducted, and it has been revealed that the "Self-compassion Scale" seems to have a "psychometrically sound and theoretically valid measure of self-compassion" (Neff, 2015, p.244). It demonstrated that "when an individual has a high level of self-compassion, it is usually associated with psychological well-being rather than narcissistic characteristics" (Neff, 2015, p.244). The Self-Compassion Scale has good construct validity and acquired

convergent Validity. Participant responses to the Self-Compassion Scale had a good test-retest reliability-Self-Compassion Scale (overall score): .93; Kindness subscale: .88; Self-Judgment subscale: .88; Common Humanity subscale: .80; Isolation subscale: .85; Mindfulness Subscale: .85; and Over-Identification subscale: .88 (Neff, 2012).

The second standardized test used was the "Job Satisfaction Survey," composed of a 36- item questionnaire by Paul Spector; it has nine facets and four items in each part. It was stated by Spector (1997) that the survey is "applicable to all organizations" (para.1); hence, this test can be utilized in organizations and among workers. The Validity and reliability have been assessed numerous times, and internal consistency was moderate among the nine subscales, which had "a score of 0.60 for co-workers to 0.91 for the total scale" (Spector, 1997, para. 1). Validity was demonstrated in studies that used multiple work satisfaction scales on a single employee. Spector (1997) reported that a "ratio of 0.61 for colleagues to 0.80 for supervision" was found in the subscales of "job satisfaction." Some were also found on the "Job Description Index" (para. 3). The *levels for dissatisfaction, satisfaction, and ambivalence* for the "36-item" sum, wherein the potential scores vary from 36 to 216, are 36 to 108 in terms of *dissatisfaction*, 144 to 216 in terms of *satisfaction*, and between 108 and 144 for the *ambivalence*.

The last standardized test used was the "General Decision-Making Style Questionnaire" by Scott and Bruce (1995); it was developed to measure decision-making style among adolescents and adults. This questionnaire measures the "five decision-making styles" - Rational, Intuitive, Dependent, Avoidant and Spontaneous - through the five-Likert scale, which varies from *strongly disagree* to agree strongly. This is a 25-item questionnaire, and five items for the purpose measure each dimension. Confirmatory factor analysis offers the best fit across styles of decision-making. Moreover, Scott and Bruce's (1995) "previous explanatory analysis, confirmatory and exploratory analysis," and the other confirmatory and exploratory

analyses are given here all point to a five-factor structure being the most applicable. A higher score in a specific subscale specifies that the respondent uses the typical style most of the time. Face validity and logical content validity have therefore been determined for the measure. Furthermore, it has been selected to have good internal consistency, which ranges from 0.667 to 0.87 (Scott & Bruce, 1995).

The researchers used a non-quota probability sampling with a random sampling technique. The approach the researchers used in this study was a quantitative approach with a comparative study research design. This study was used to determine the differences in the self-compassion and job satisfaction of Filipino workers across decision-making styles. The data analysis utilized in this study was the Multivariate Analysis of Variance MANOVA. Stockburger (2018) mentioned that "it is used to see if the independent grouping variable can explain a statistically significant amount of variance in the dependent variable at the same time" (p.2). It is an "extension of ANOVA, and there are two or more dependent variables" (Stockburger, 2018, p.1). MANOVA is required as it aims to determine the disparity in the mean scores of two dependent variables across the independent variable.

To ensure the Validity of this paper under study, procedures were followed: The researchers sought to understand and did thorough research of the variables. Approval from the proponents of the research instruments for three consecutive days was done to protect the paper from copyright infringement. The researchers requested and sought permission from the ethics committee of the University to allow them to continue the study. The Ethics Review Committee approved and allowed the researchers to proceed with data gathering. The researchers used HIPAA-compliant platforms, created a poster, and posted it on different social media accounts.

The researchers distributed the informed consent when potential respondents registered on Microsoft Forms. The researchers had the initial screening through Microsoft Forms for the decision-making style, followed by the two remaining standardized tests. After answering the question-naires, non-monetary benevolence, such as a "thank you" message and a certificate of their participation in the study, were given. The researchers tallied the scores and conducted the statistical treatment applicable to the study. MANOVA was used through XLSTAT, SPSS, and JASP to analyze the data gathered comprehensively. After carefully analyzing and interpreting the data, the researchers proceeded to accept or reject the hypothesis based on the data collected from the respondents.

Results and Discussion

To prove the reliability of the instruments, particularly the self-compassion scale and job satisfaction survey, the researchers ran a reliability test of the respondent's answers to the standardized tools. Based on the result, the Self-compassion Scale ($\alpha=0.847$) and the Job Satisfaction Survey ($\alpha=0.897$) have good Cronbach's alpha or internal consistency.

Table 1. Descriptive Analysis of the Respondents per Province

Categories	Frequency	%
Cavite	71	19.78
Laguna	71	19.78
Batangas	73	20.33
Rizal	71	19.78
Quezon	73	20.33
Total (N)	359	100

Note. N stands for the total number of respondents.

As shown in Table 1, total (N=359) respondents from the sample of workers in Region IV-A were gathered. Out of the total number of respondents (N=359), a total of (N=71) respondents were from the province of Cavite, Laguna, and Rizal; and a total of N=73 respondents were from Batangas and Quezon.

Table 2. Descriptive Analysis of the Respondents per Decision-making Style

Categories	Frequency	%
Rational	75	20.89
Intuitive	73	20.33
Dependent	70	19.50
Avoidant	70	19.50
Spontaneous	71	19.78
Total(N)	359	100

Note. N stands for the total number of respondents.

The decision-making style was categorized into five: rational, intuitive, dependent, avoidant, and spontaneous. Table 2 shows that the sensible decision-making style has a total of N= 75 observations, and the intuitive decision-making style has a complete statement of N= 73. The dependent and avoidant decision-making style has a capacity of N= 70 comments each, and the spontaneous decision-making style has a total of (N= 71) observations.

Table 3. Degree of Self-Compassion and Job Satisfaction

Categories	M	SD	N	%
Self-compassion	3.51	0.46	359	100
Low			3	0.84
Moderate			161	44.85
High			195	54.32
Job Satisfaction	142.78	21.16	359	100
Dissatisfaction			2	0.56
Ambivalent			209	58.22
Satisfaction			149	41.22

Note. M stands for Mean, SD for Standard Deviation.

As shown in Table 3, there is a total of 359 (100%) observations to determine the degree of self-compassion. Only a few (N=3, 0.8%) of the respondents indicated having low self-compassion. Nearly half (N=165, 46%) of the sample showed moderate self-compassion, while more than half (N=191, 53.2%) of the model fell under the high level of self-compassion. Results indicated that the degree of self-compassion among respondents falls under the high level of job satisfaction (M = 3.51, SD = 0.46).

Moreover, same with the Self-compassion, there is a total of 359 (100%) observations to determine the degree of job satisfaction. Few (N=2, 0.56%) respondents have indicated job dissatisfaction. More than half (N=209, 58.22%) of the sample have felt ambivalent about their jobs, while almost half of the respondents (N=148, 41.23%) have felt satisfied with their jobs. Results have shown that the degree of job satisfaction among respondents falls under the ambivalent level of job satisfaction (M = 142.78, SD = 21.16).

Table 4. Summary Difference between Self-compassion and Job Satisfaction across Decision-making Styles

Tests	Value	df1	df2	Font	p-value	n2
Pillai's Trace	0.107	8	708	5.003**	<0.0001	0.054
Wilk's Lambda	0.895	8	706	5.054**	<0.0001	0.054
Hotelling-Lawley's Trace	0.116	8	704	5.106**	<0.0001	0.055
Roy's Largest Root	0.098	4	354	8.648**	<0.0001	0.089

Note. N=359. *p<0.05. **p<0.01.

The researchers used the Multivariate Analysis of Variance or MANOVA as the statistical treatment because the study has two dependent variables - self-compassion and job satisfaction, and one independent variable - decision-making style consisting of five styles: rational, intuitive, dependent, avoidant, and spontaneous. This study aimed to determine if there are disparities in self-compassion and job satisfaction across decision-making styles. As shown in Table 4, the Pillai's Trace has an obtained value of Fobt (8, 708)= 5.003, within the area of rejection with an acquired p-value of (<0.0001) smaller than alpha 0.05 (p-value < 0.05) and alpha 0.01 (p-value < 0.01). Moreover, it has shown a partial eta squared of n2= 0.054. In the Wilk's Lambda, it is shown that the obtained value of Fobt (8, 706)= 5.054 is within the area of rejection with an acquired p-value (<0.0001) smaller than alpha 0.05 (p-value < 0.05) and alpha 0.01 (p-value < 0.01). In addition, it has shown a partial eta squared of n2= 0.054. Furthermore, in the

Hotelling-Lawley's Trace, it has a Fobt (8, 704)= 5.106, which is also within the area of rejection with an acquired p-value (<0.0001) smaller than alpha 0.05 (p-value< 0.05) and alpha 0.01 (p-value< 0.01). It also shows a partial eta squared of n2 = 0.055. In the Roy's Largest Root, it shows an Fobt (4, 354)= 8.648 within the area of rejection with an acquired p-value (<0.0001) smaller than alpha 0.05 (p-value < 0.05) and alpha 0.01 (p-value < 0.01). In Roy's Largest Root, it has a partial eta squared of n2= 0.089. Hence, the results above suggest that the null hypothesis should be rejected and the alternative hypothesis be accepted. The result explains the disparity in the respondent's self-compassion and job satisfaction across their decision-making style. Table 4 shows a significant difference in self-compassion and job satisfaction across the decision-making style among Filipino workers. Therefore, the researchers accept the multimodal theory of self-compassion and job satisfaction.

Table 5. Post-hoc: Fisher (LSD)

Contrast	Difference	Standardized difference	Critical Value	Pr>Diff	Significant
Self-compassion					
Avoidant vs. Dependent	-0.199	-2.592	1.967	**0.010****	Yes
Avoidant vs. Intuitive	-0.147	-1.935	1.967	0.054	No
Avoidant vs. Rational	-0.135	-1.788	1.967	0.075	No
Avoidant vs. Spontaneous	-0.123	-1.608	1.967	0.109	No
Spontaneous vs. Dependent	-0.076	-0.993	1.967	0.322	No
Spontaneous vs. Intuitive	-0.024	-0.317	1.967	0.752	No
Spontaneous vs. Rational	-0.012	-0.159	1.967	0.874	No
Rational vs. Dependent	-0.064	-0.848	1.967	0.397	No
Rational vs. Intuitive	-0.012	-0.161	1.967	0.872	No
Intuitive vs. Dependent	-0.052	-0.684	1.967	0.494	No

Table 5. Post-hoc: Fisher (LSD)

Contrast	Difference	Standardized difference	Critical Value	Pr>Diff	Significant
LSD-value			0.146		
Job Satisfaction					
Avoidant vs. Rational	-18.202	-5.390	1.967	**<0.0001****	Yes
Avoidant. vs. Spontaneous	-11.471	-3.351	1.967	**0.001****	Yes
Avoidant vs. Dependent	-5.900	-1.718	1.967	0.087	No
Avoidant vs. Intuitive	-4.840	-1.424	1.967	0.155	No
Intuitive vs. Rational	-13.362	-3.999	1.967	**<0.0001****	Yes
Intuitive vs. Spontaneous	-6.631	-1.958	1.967	0.051	No
Intuitive vs. Dependent	-1.060	-0.312	1.967	0.755	No
Dependent vs. Rational	-12.302	-3.643	1.967	**0.000****	Yes
Dependent vs. Spontaneous	-5.571	-1.628	1.967	0.105	No
Spontaneous vs. Rational	-6.731	-2.000	1.967	**0.046***	Yes
LSD-value:	6.526				

Note. N=359. *pvalue<0.05. **pvalue<0.01.

Since the data was significant, the researchers conducted a posthoc test using Fisher LSD. The Fisher LSD explains the five contrasting decision-making styles, particularly the rational decision-making style, intuitive decision-making style, dependent decision-making style, avoidant decision-making style, and spontaneous decision-making style. Under the self-compassion variable, rational vs intuitive was considered not significant since (Pr>Diff= 0.872) is greater than the alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). Similarly, rational vs dependent was also found not significant since (Pr>Diff= 0.397) is greater than the alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). Meanwhile, intuitive vs dependent was found not significant as well since (Pr>Diff= 0.494) is also greater than the alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue> 0.01). In terms of avoidant vs rational, it was considered not significant since (Pr>Diff= 0.75) is greater than the alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). Avoidant vs intuitive was also found not significant - (Pr>Diff= 0.054) is greater than the alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). However, avoidant vs dependent was considered significant since (Pr>Diff= 0.010) is smaller than the alpha 0.05 (pvalue<0.05) and alpha 0.01 (pvalue<0.01). Avoidant vs spontaneous was considered not significant - (Pr>Diff= 0.109) is greater than the alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). Additionally, spontaneous vs rational was also considered not significant since (Pr>Diff= 0.874) is greater than the alpha 0.05 (pvalue>0.005) and alpha 0.01 (pvalue> 0.01). Spontaneous vs intuitive was found not significant - (Pr>Diff= 0.752) is greater than alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). Lastly, spontaneous vs dependent was also found not significant since (Pr>Diff=0.322) shows that it is greater than the alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). The results have shown that self-compassion across decision-making styles has an LLSD value of 0.146.

In terms of the Fisher (LSD) of the decision-making style and job satisfaction, the results have shown that avoidant v.s rational was found to be significant since (Pr>Diff= <0.0001) is less than alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). In addition to that, avoidant vs spontaneous was considered significant with an alpha less than 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01), while avoidant vs dependent decision-making style has been found to be not significant (Pr>Diff=0.087)

having an alpha greater than alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). Likewise, avoidant vs intuitive has been considered as not significant (Pr>Diff=0.155) with an alpha greater than 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). However, intuitive vs rational has been found to be significant (Pr>Diff= <0.0001) having an alpha less than 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). The intuitive vs spontaneous has been considered not significant (Pr>Diff=0.051) with an alpha greater than 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). Likewise, intuitive vs dependent has been found as not significant since (Pr>Diff=0.755) is greater than alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). The dependent vs rational has been considered as significant (Pr>Diff=0.000) with an alpha smaller than 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). On the other hand, the dependent vs. spontaneous is not significant (Pr>Diff=0.105), having an alpha that is greater than alpha 0.05 (pvalue>0.05) and alpha 0.01 (pvalue>0.01). Lastly, spontaneous vs rational has been found to be significant (Pr>Diff=0.046) with an alpha smaller than alpha 0.05 (pvalue>0.05) but greater than alpha 0.01 (pvalue>0.01). The LSD value for job satisfaction across decision-making styles is 6.526.

The researchers identified the decision-making styles of the respondents and categorized them based on the standardized test results: rational, intuitive, dependent, avoidant, and spontaneous. It supports Scott and Bruce (1995), which argued that decision-making styles are unique to every person. The researchers have also determined the degree of self-compassion and job satisfaction. The mean score on the findings shows that the degree of self-compassion among respondents falls under the high level. It suggests that respondents perceive themselves to have greater mindfulness than over-identification with thoughts, isolation versus recognition of common humanity, and more self-kindness than self-judgment. Jay Miller et al. (2019) stressed that when employees are kind to themselves, they tend to be more present, empathically engaged, and compassionate with the people around them. On the other hand, regarding the degree of job satisfaction, the findings show that most respondents fall under the ambivalent level of job satisfaction. It explains that respondents have mixed feelings about their work per se.

The current study sought to know if there is a significant difference between self-compassion and job satisfaction across decision-making styles. The respondents in this study were Filipino workers who work in Region IV-A and were randomly selected. The researchers used instruments such as the General decision-making Style Questionnaire (1995), Self-compassion Scale (2012), and Job Satisfaction Survey (1997). Through the tools above, the researchers could conclude that there is a significant difference between self-compassion and job satisfaction across the decision-making styles among workers.

The researchers also determined the disparity in self-compassion and job satisfaction across the decision-making styles among Filipino workers. About this, a post hoc test has been conducted. In this study, it was concluded that in the self-compassion across the respondents' decision-making styles, only the avoidant and dependent decision-making styles were significantly different. It is supported by Bavol'ár and Orosová's (2015) study, which found a negative association between avoidant and dependent decision-making styles; they discovered that relying on others to make decisions can lead to a decreased desire to avoid making them. There was no significant difference when comparing automatic decision-making to dependent, intuitive, and rational decision-making. (Baiocco et al., 2009, p. 973, as cited in Bavol'ár & Orosová, 2015). The "no significance" result between intuitive and spontaneous was considered since Bavol'ar and Orosova (2015) stated that the latter is "a high-speed" form of the intuitive style. According to Omotola (2012), spontaneous, dependent, and intuitive are positively connected in her study, indicating a link between the compared decision-making styles. Moreover, the avoidant decision-making style and spontaneous decision-making style proved to be not significant. In this

research, the outcome between rational versus intuitive and dependent is not substantial. Omotola (2012) found that the ratio compared to dependent and intuitive have weak but positive relationships with each other. The intuitive and dependent yielded a non-significant result. In terms of the decision-making styles in the context of self-compassion, it is supported by the study of Bavol'ar and Orosova (2015), which concluded that the four decision-making styles, particularly rational, spontaneous, intuitive, and dependent, lead to positive subjective well-being. The researchers also found that there is no significance between the intuitive and avoidant decision-making style, as well as the rational and avoidant style. Rational and avoidant have been reported to have a negative relationship with each other; researchers have concluded that those individuals who tend to avoid decision-making are also those people who are rational decision-makers (Bavol'ar & Orosova, 2015). This only proves that individuals have a "dominant decision-making style;" however, there are circumstances when they use more than one style in making decisions (Thunholm, 2004, as cited in Bavol'ar & Orosova, 2015). Most of the decision-making styles under self-compassion appear to have no *significant* result. Neff (2012) argued that the self must be recognized "as a member of humankind and deserves to be treated with the same patience and respect as others" as an essential feature of self-compassion. Therefore, whichever decision-making style every person has, self-compassion has a positive impact on their mindfulness as well as their interactions with others.

In the context of job satisfaction across the five decision-making styles, findings show that the rational decision-making style is significantly different from avoidant, intuitive, dependent, and spontaneous. It explains that each decision-making style is different, in connection to Scott and Bruce (1995, as cited in Douma et al., 2020), which concluded that decision-making styles are "independent but not mutually exclusive;" they have their unique characteristics. Avoidant and spontaneous decision-making styles are significant as well. The post hoc test showed that intuitive and random are not substantial, as Bavol'ar and Orosova (2015) supported that the spontaneous is "a high-speed" form of the intuitive. The avoidant and dependent led to an insignificant result, which explains that both styles have been associated with lower decision-making competence.

Moreover, dependent and avoidant decision-making styles both "deny responsibility" in making a decision; dependent decision-makers deny responsibility by projecting it to others, while avoidant decision-makers deny responsibility by avoiding making decisions (Harren, 1979, as cited in Omotola, 2012). Furthermore, avoidant and intuitive styles are not significant. Intuitive and spontaneous are also not substantial. This supports the study of Scott and Bruce (1995), which emphasized the intuitive and unexpected use of the "sense of feeling." Findings also showed intuitive and dependent on being not significant. At the same time, dependent and spontaneous yielded a not substantial result. It can be supported by the study of Geisler and Allwood (2017) that the dependent and spontaneous are both associated with "more maladaptive behavior and negative outcomes," which could allow researchers to accept the insignificant result. Through the study results, the researchers have taken the multimodal theory. Hence, Spector (1997) reported that workers hold varying attitudes regarding their job satisfaction. Neff (2012) mentioned that self-compassion is experienced differently by individuals and is conceptually distinct but also tends to engender one another. Therefore, it can be stressed that there is a significant difference in self-compassion and job satisfaction across the decision-making style among Filipino workers.

The present study was limited to a quantitative design, which focused on disparities in self-compassion and job satisfaction across the decision-making styles among Filipino workers. Future researchers may use this study to propose intervention programs in human resource management and industrial psychology. They may look at the

similarities in variables such as self-compassion and job satisfaction across decision-making styles. Also, they may consider in-depth study through mixed method type of research to support the results of this study: having a high level of self-compassion and feeling ambivalent towards the job. Interviews and other research instruments may also be used to replicate the study and acquire further data to deepen the study's results.

Conclusion

The respondents' decision-making style has been identified: as rational, intuitive, dependent, avoidant, and spontaneous. Also, the researchers were also able to describe the degree of self-compassion; most respondents fall under the high level of self-compassion. Moreover, the researchers were able to tell workers' job satisfaction; most of the respondents fall under the ambivalent category of job satisfaction. The researchers conclude that there is a significant difference in self-compassion and job satisfaction across decision-making styles among Filipino Workers. Thus, the researchers accepted the multimodal theory: self-compassion theory and job satisfaction theory.

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