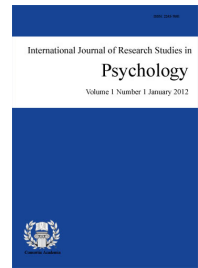# Exploring *sama* and *gaan ng loob* in the workplace: Finding connections in work tasks and professional relationships

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Abstract

Organizational communication has been seen as integral component in job satisfaction and employee tenure. This study explored situations where employees of a state university had experienced *sama ng loob (*negative affect) and *gaan ng loob* (positive affect) and how these emotions are triggered by work-related factors. Results revealed that *sama ng loob* is associated with unjust practices of the superiors and negative behaviors of coworkers while *gaan ng loob* is related to having a strong support group and being provided with opportunities to grow. Both affect are evident among people that the respondents treat as *hindi ibang-tao* (one of us).

Keywords: sama ng loob; gaan ng loob; work-related factors; work relationships; kapwa

Exploring *sama* and *gaan ng loob* in the workplace: Finding connections in work tasks and professional relationships

1. Introduction

As an integral part of one's personality, *loob* has been studied and examined as a central construct in Filipino psychology. *Loob* places itself in the center of indigenous interpretations of ethical concepts and principles. To understand the Filipino psyche, *loob* is seen as the intentional component of behavior, which highlights the integration of intention or feelings with the component of actions. Interestingly, various research on the facets of *loob* had been investigated but not in the light of organizational communication. Research studies on Philippine organizations had focused on profiling the Filipino worker (Hechanova, Uy, & Presbitero, 2005), generational differences (Claudio-Pascua, 2005), stress in juggling work and family (Hechanova et al., 2005), and the motivations they have (Yao, Franco, & Hechanova, 2005). The profiling included the workers' perceptions on the meaning of work, what they look for in a job, their happiness and satisfaction, what they value as important, gender roles and work-life balance. Motivating factors of 487 workers in Yao's study (2005) were mapped out and their choices with regard rewards they wanted to receive ranged from cash incentives to media exposure.

Studies conducted concerning stressors in the workplace (Sakurai & Jex, 2012) had emphasized that problems encountered at work may range from inappropriate work demands, inefficiency in the delivery of system and conflicts between and among employees. The concept of "*sama ng loob*" (SNL) among Filipinos is contextualized through feelings of uneasiness, disappointments and anger towards a person, an event or a class of objects. *SNL* is an area that needs to be explored especially when felt in the workplace because the reasons for the "*SNL*" may affect work-life balance. On the other hand, research moving towards making work positive and healthy had started focusing on job well-being with emphasis on positive affect and life satisfaction. As an embodiment of positive dispositions and healthy work life, the Filipino concept of "*gaan ng loob*" (GNL) is contextualized as feelings of being in harmony with what one desires and what one is capable of doing, also a person may have "*GNL*" because he or she may have dealt with difficult areas in his or her life and had triumphed over it. Needless to say, *GNL* is an important state when one is expected to work efficiently.

In an educational institution, school officials, faculty and the administrative staff work together and provide quality education to the students. They may deem such a task positively or negatively. It is the purpose of this study why people may experience "*SNL*" and/or "GNL" at work with the goal of contextualizing the concepts. The feedback, inputs, and information gathered will be used and implicated in understanding the organizational culture of a teacher education institution. As Teacher-Education Institutions (TEIs) strive to promote quality education in the pre-service training of students, it is imperative that the culture within the organization be examined for the institution to be true to its goal of being nurturing. Organizational research studies (e.g. Sakurai & Jex, 2012) posited that when employees (e.g. faculty and staff) are faced with noxious aspects of work (coworker incivility, delayed pay, inefficient work systems), they become less content and less able to focus on their jobs and would demonstrate counterproductive work behaviors.

1.1 Research Objectives

The study aimed to provide contextual definitions and understanding of what causes *sama ng loob* and *gaan ng loob* among the faculty and staff, and how they deal with the mentioned Filipino concepts. Specifically, the study aimed to achieves the following objectives:

1. Determine the experiences of *sama ng loob* at work in terms of the following:

    a. the situations when *sama ng loob* is felt

     b.   with whom is *sama ng loob* felt

     c.   what is done to deal with *sama ng loob*

2.   Determine the experiences of *gaan ng loob* at work in terms of the following:

     a.   the situations when *gaan ng loob* is felt

     b.   with whom is *gaan ng loob* felt

     c.   what is done to achieve *gaan ng loob*

3.   Identify links between *sama ng loob* and *gaan ng loob* in the context of work relationships.

2. Review of Related Literature

Previous researches on organizational communication has been linked and proved to be an important factor on building, as well as, maintaining a positive organizational climate, over-all job satisfaction, work efficacy, and leadership among employees. Three decades ago, a research by Morris & Snyder (1984) state that supervisors who initiate communication and group exchange information posits strong relationships with organizational performance. On a recent research, servant leaders are creators of positive procedural justice climate and service climate which is integral in promoting better communication between and among employees. Servant leaders also ameliorate positive employee attitudes and climate that yield important behaviors that directly benefit individuals and the work group (Walumbwa, Hartnell, & Oke, 2010).

Maintaining a positive climate on organizational units requires daily exchange of discourse among workers. Modification of managerial commitment, by prioritizing safety during daily leader-member exchanges, results into subsequent modification of safety climate level (Zohar & Polachek, 2014). The amount of information an individual passes is affected by his over-all job satisfaction and his perception of superior as being considerate. Other studies state that communication facets change as a result of rank is education and tenure (O'Reilly & Roberts, 1974). Two years later, a research by O'Reilly and Roberts was published stating "Safety, expertise, and dynamism are significantly related to the perceived accuracy and openness of communication as well as to the number of contact, number and frequency of social interaction" (O'Reilly & Roberts, 1976). Likewise, sense of humor also contributes to a positive climate in working environments. In this study, a moderating relationship was established with positive humor in that employees report a stronger positive humor climate when perceived organizational support is high (Blanchard, Stewart, Cann, & Follman, 2014).

Surface acting and mistreatment climate also affect over-all job satisfaction. A closer examination on surface acting (Pugh, Henig-thurau, & Groth, 2011) state that surface acting self-efficacy would moderate the relationship between surface acting and emotional exhaustion and between surface acting and job satisfaction, in that surface acting has less negative outcomes for individual who have high self-efficacy about their ability to engage with surface acting. It is also found out those employees who tend to surface act is prone to be emotionally exhausted and unsatisfied on their job (Pugh et al., 2011). On the other hand, a more positive psychological mistreatment climate has a positive effect on mistreatment-reduction, motivation, organizational commitment and job satisfaction (Yang, Gazica, Spector, Truxillo, & Caughlin, 2014).

Most of the samples on the conducted researches on organizational communication used *full-time workers*; 373 full-time employees working more than 30 hours a week, (Blanchard et al., 2014); and 815 fulltime employees (Walumbwa et al., 2010). The samples used a range of public/state and private agencies. The samples included not only regular employees and supervisor/managers. In measuring organizational climate, researchers used Humor Climate Questionnaire (Blanchard et al., 2014), Organizational Commitment Questionnnaire (Schulte, Ostroff, et al., 2009), HRD Climate Survey Instrument (Chaudry, 2014) and Affective Commitment Scale (Walumbwa et al., 2010). In measuring over-all job satisfaction, researchers used Modified GM Faces

Scale (O'Reilly III & Roberts 1974), Minnesota Satisfaction Questionnaire (Schulte, Ostroff, et al., 2009), Grandey's Surface Acting Scale was used to measure surface acting among employees (Pugh et al., 2011). None of the researches reviewed used interviews as a means to approximate data.

Organizational researches suggest having a closer look on over-all performance of employees concerning organizational communication (Morris & Snyder, 1984). Investigations should examine more closely the causal nature of the differentiated credibility-communication relationships; a broader range of communication variables and credibility communication performance interrelationships (O'Reilly & Roberts, 1976). A further and systematic research is demanded in the area to establish the nature of relationships (Chaudry, 2014). Lastly, future research should empirically investigate specific possible mechanisms underlying context theory that account for the stronger magnitude of civility-climate outcome relations than of the aggression-inhibition climate outcome relations (Yang et al., 2014).

With regard the way Filipinos value relationships, Enriquez (1992) posited that human or social interaction is a highly valued by Filipinos. This social interaction becomes a main focus of investigation in identifying and analyzing the basic concept of Filipino personality. Studies examining the Filipino language (Enriquez, 1992) provide a conceptual distinction in the levels and modes of this social interaction where two general categories were identified: the *ibang-tao* or outsider, and *hindi ibang-tao* or one-of-us. Under these categories are eight behaviorally recognizable levels. *Ibang-tao* category includes levels of *pakikitungo* (amenities/civility), *pakikisalamuha* (mixing), *pakikilahok* (joining/participating), *pakikibagay* (conforming), *pakikisama* (adjusting). *Hindi ibang-tao* category includes levels of *pakikipagpalagayang-loob* (mutual trust/rapport), *pakikisangkot* (getting involved), and *pakikiisa* (fusion, oneness, and full trust). These distinctions of interactions go beyond the conceptual and theoretical. These levels are more than just interrelated modes of interpersonal relations and do not just differ conceptually but behaviorally as well. The *ibang-tao (not one of us)* and *hindi-ibang tao (one of us)* perspective provide the levels in which respondents in this study would feel *sama* or *gaan* ng loob. It is assumed that their positive or negative evaluation of a situation would depend on how they perceive the level of their relationship with the concerned person.

On the other hand, a broader perspective of the levels of relationships pertains to *kapwa* when translated using Filipino-English dictionaries generally give the word "both" and "fellow-being" (Enriquez, 1992). However, it should be noted that when asked for the closest English equivalent of *kapwa*, one word that comes to mind is the English word "others". But this English word "others" is very different from the Filipino word *kapwa* which means the unity of "self" and "others". The English "others" is actually used in opposition to the "self", the recognition of self as a separate identity. *Kapwa* is the recognition of shared identity, an inner-self shared with others.

Enriquez (1992) defined shared inner self (SIS) to be rooted in the deeper concept of *kapwa* (shared identity with others) and *dangal* (honor). It is very different in smooth interpersonal relations (SIR) as described by Lynch, which is purportedly acquired and preserved, and often referred to as simply a means of avoiding conflict. SIS goes further as it stems from collective values shared with the whole humanity and the deep respect for the dignity and inherent worth of a fellow human being. This concept of *kapwa* as shared inner self turns out to be very important psychologically as well as philosophically. While, *pagtutunguhan* (dealing with/acting toward) is another term use to refer the all levels of interaction, the term *pakikipagkapwa* can be used for the same purpose and at the same time indicate an idea, value, or conviction, and refers to "humanness at its highest level" which Filipinos consider most important (Enriquez, 1992).

Enriquez (1992) said that all cultures distinguish between the "in-group" and the "out-group," the "member" and the "nonmember," or the "insider" and the "outsider" which he surmised to be an example of a "universal" or "etic" distinction. This idea is also not unknown to the Filipinos but has just draws a line in a most flexible manner. The *ibang-tao* (outsider) and the *hindi ibang-tao* (one of us) are both considered *kapwa* (the unity of the one-of-us and the other). Since then, Filipinos can still accommodate a nonmember just as if he was a member.

Specifically the relationships focus on *loob* or the interior aspect of *kapwa* (Enriquez, 1992) focuses on emotions with emphasis on one's morals and intellect. The process is defined as one feeling, which is affected by one's understanding of the situation or person. The feeling is translated into action, which means that a person's *loob* may affect the way he or she interacts with others. This process paved the way to describing *loob* as *malakas* (strong), *malambot* (soft), or *matigas* (hard). If the relationship is considered *magaan* (light), the relationship is interpreted as being positive that is characterized by fondness and empathy. While if the relationship is confounded with *sama* (bad), the relationship is deemed to be problematic because one's morals and values are not given importance.

Given the factors affecting job satisfaction and one's personal commitment to an organization, this research factors in the indigenous concept of *kapwa* (shared identity with others) and the interior aspect of *kapwa* which is *loob*. It is deemed that emotions that are considered positive may increase a person's fondness of his or her job while negative emotions may impact how he or she perceives his or her colleagues and job.

3. Methodology

The study seeks to qualitatively analyze responses from interviews conducted with selected employees of the Philippine Normal University. The task is to identify the contexts where sama ng loob and gaan ng loob happen. The researcher also participated in workshops and development gatherings for the faculty and administrative staff to gather data that will be used as main points in categorizing and initial thematic analysis of the areas. Data were gathered from December 2013 to May 2014.

3.1 Participants

The respondents of this study were 68 staff and faculty members of a Teacher Education Institution in Manila, Philippines. The 68 employees with ages between 26 to 63 years old (mean = 42) participated in the slots provided to the researcher during employee assemblies and social functions. The respondents served the institution between six (6) to 14 years with 10.25 years mean length of service. In contextualizing areas and issues concerning the positive and negative emotions, three (3) faculty members and three (3) administrative staff were interviewed. The interview focused on the source of their *sama ng loob* and *gaan ng loob*; how they felt about situations that triggered the feelings; what they did about it and how they resolved their *sama ng loob* and celebrated their *gaan ng loob*.

3.2 Instruments

Open-ended questions were developed for the 66 employees; they were made to write their responses on meta-cards. The questions provided were validated by experts in research and psychology in terms of appropriateness and suitability to the purpose of the research. Revolving around their experiences, the developed questions focused on areas in their professional life where they felt the positive and negative emotions, what caused it and how they were able to deal with it. The interview guide was composed of eight (8) questions that were validated by experts in psychology with regard contextualizing the indigenous concepts.

3.3 Procedure

The researcher participated in the social functions of the administrative staff and faculty members through asking questions such as when, with whom, and why do they feel *sama* and *gaan ng loob*. They were also asked what they do to in handling their positive and negative feelings. An overview of the study was presented prior to asking the questions and consent form was distributed to the participants. Debriefing was conducted after the activity and the respondents were assured that data and their identities would be confidential. Interviews were conducted to serve as control for social desirability and social conformity. The six (6) recorded interviews were around 30 to 45 minutes each and were transcribed.

3.4 Data Analysis

The data were subjected to Qualyzer Qualitative Data Analysis Software (qualyzer.bitbucket.org), a content-analysis program that categorized the responses with regard frequency and salience. The researchers developed the categories of responses based on the grouped responses and thematic analysis. Fragments of texts in a transcript were selected and associated with a code. Multiple codes were attached to the fragments. Lastly, code hierarchies were developed out of the multiple codes and text fragments. The themes for *sama ng loob* and *gaan ng loob* were consolidated putting premium on their issues pertaining to when, how, why, and with whom they felt *sama* and *gaan ng loob*. Frequencies of words related to the experiences and emotions were calculated and examined.

4. Results and Discussion

4.1 Sama ng Loob (SNL) at Work

The responses were analyzed and classified according to how frequent the term and its related words came out of the meta-cards and its concordance within the texts. Themes were generated based on the contexts of the words and reference to the interview transcripts substantiated the meanings of the themes. The respondents as having negatively influenced emotions such as anger, disappointment, contempt and indignation described SNL. The feeling is usually equated with betrayal of trust, inappropriateness of a colleague's behavior, and injustice when it comes to certain privileges such as promotion, incentives and treatment between and among employees.

Table 1

Generated Themes and Theme Definitions on When SNL is Felt

Main theme component	Generated themes	Theme definition	Frequency*
		Sourced situations for *SNL*	
Internal (task-related)	Unavailability of resources	Resources such as equipment, supplies, and manpower are not enough to meet the demands of the job. This also includes coordination between offices regarding schedules in the use of imperative services such as vehicles, photocopying, and computers.	52
	Biases of people in authority	The favors given to people that the respondents felt undeserving. When the immediate superior believes what he or she hears from other people about the employee. When being just is expected but was not delivered by the people the respondents expect it from.	48
	Non-recognition of one's efforts	The appreciation that the respondents expect from their superiors when they had accomplished a task is not commonly given to them. The negative feelings arise when other people's tasks are recognized while their completed work that is beyond what is expected of them is not acknowledged.	45
	Work overload	The amount of work assignments and balance between and among the other employees (e.g. more preparations are given in terms of the faculty members or more tasks are given to the administrative staff to accomplish)	37
External (problems occurring as a result of the expected support from other offices or agencies)	Low Salary	The respondents believe that there is a mismatch between the breadth and depth of the work they do and the compensation it entails.	29
	Mismanagement	The respondents perceive that most of the agencies within the institution are not managed well in terms of manpower and resources.	20

Note. *Multiple responses

Situations when SNL is felt

The responses were able to generate six (6) themes that embody the situations where *SNL* is highlighted. The themes came from recurring issues and problems that were emphasized by the 68 respondents and were also pointed out by the six (6) interviewees. The following were the multimodal responses gathered from the participants of the study.

Emerging themes when it came to the situations focused on the institution, the work itself, and the people they work with. When it came to the institution, the emerging themes that affect one's *SNL* centers on compensation and benefits and the sanctions given to errors in performing one's job. Negative feelings towards their work centered on not having the available resources in performing their tasks such as equipment (i.e. photocopiers, computers, printers) or manpower (i.e. the office only has a limited number of staff to cover all the required areas). While in terms of the faculty members, available resources meant access to educational technology and the needed materials they needed to support the teaching and learning of students.

Other situations where *SNL* is felt covered small frequency counts such as being late for work, not passing the deliverables on time, and technicalities such as not being able to update records for promotion. The areas covered were the consolidated concerns that trigger *SNL* while performing their tasks in the institution. The sourced situations for *SNL* were categorized in to two the internal sources which covered areas pertaining to one's work or in the context of one's performance of his or her job. The other focused on external problems, which are considered system-wide and is a concern of majority of the employees of the institution. These problems and issues were seen to be the source of *SNL* that the respondents admitted affect the way they perform their jobs.

Internal Sources

Unavailability of resources

Resources that were specified under this theme include manpower, equipment, supplies and support coming from the other offices to ensure the efficient delivery of services. One cause of feeling *SNL* stems from not being able to get the support of the institution through access to equipment, facilities, and services that may make task accomplishment easier and faster. Another factor affecting negative feelings is the under staffing in the university that results to the delay of the tasks to be delivered on schedule. One of the respondents related that she gets tired because she has to wake up early and do the marketing, which will be followed by cooking at the cafeteria. Among the concerns raised by the respondents were:

> "*Kahit may importanteng papeles na dadalhin minsan walang sasakyan (When we have important papers to deliver, we do not have a vehicle to use).*" (F, 28)

> "*Nalulungkot ako kapag may reklamo sa luto namin, kaunti na nga lang kami kasi. (I feel sad when people complain about what we cooked. We are under-staffed).*" (F, 46)

> "*I have to buy my own LCD projector because rooms are not provided with one.*" (M, 48)

> "*nung ako po ay bago pa lamang ditto, nung nagtrabaho ako dito.. meron akong particular na nirerequest sa ano sa… actually sa property… Uhmm, pahirapan humingi nung bagay-gamit irerequest mo tapos nandyan na- ang daming tanong… Yung kailangan mo na yung gamit ehh, yung, bagay tapos ang hirap ibigay, kesyo.. san gagamit? Kahit ano gagamitin, ilang marami.. marami siyang ganong tanong.. ang hirap ehh kailangang-kailangan ko na yang bagay dahil pinapahingi, hinihingi ng boss ko. (When I was new, I requested something from the Property office. I had a difficult time getting the request, many questions were asked by the releasing person. I really needed the supplies I was requesting for my boss).*" (M, 38)

The faculty respondents on the other hand expressed that they feel *SNL* because of the unavailability of educational technology equipment that they expected to be in classrooms. They also expressed concerns regarding having to find ways to photocopy materials, access the internet, and use computers in the university because the facilities are usually not available due to its use in the offices that needed to use the facilities also.

Biases of People in Authority

The second situation where *SNL* is felt is when the respondents encounter their perceived biases by the people who manage them. This has generated a number of responses when it came to the discussions and interviews with some of the respondents saying:

> *"Kapag nakikitang kong may doubt ang boss ko sa kaya ko. (When I observe that my boss doubts my ability to do the job)."* (M, 38)

> *"Nakakarinig ako ng bagay na salita na laban sa akin and boss ko. Na may sama siya ng loob o may ayaw siya sa ginagawa ko na hindi sinasabi siya sakin. Kasi ako kung mali ang gawa ko o meron siyang hindi nagustuhan sa ginawa ko, sabihin na lang na, ganito to.. dapat ito ang ginawa mo kasi hindi yan tama ganun . (I heard that my boss was telling negative things about me. That he/she has* sama ng loob *and that I did something that offended him or her that he/she did not prefer to discuss with me. For me, if one considers that the things that I do may be good or bad, it should be discussed with me and tell me how I should improve). "* (F, 45)

> *"Sana maging mabait sa mga maliliit na kawani ang mga pinuno. (I hope that the higher officials will be kind to the rank and file employees)"* (M, 61)

> *"Kadalasan I feel neglected. Kapag may mga opportunities sa faculty, may mga laging yun na lang ang pinapupunta. (I feel neglected most of the time. When there are opportunities for faculty, there are people who are always given the privilege to participate).* (F, 30)

The main theme for expressing *SNL* concerns expectations for what they believe should be appropriate actions in the workplace. They raised issues concerning their managers being people who should model leadership skills with regard compromise, balance, and fairness. Some related that their managers provide them with the direction of how they should go about with their tasks, however, if they feel that their managers doubt their abilities, completing the task with confidence seem to be impossible.

One of the areas pointed out in studies (Zohar & Polachek, 2014) focused on facets to maintain a positive climate on organizational units, which required daily exchange of discourse among workers. The areas where *SNL* was believed to have originated stemmed from expectations employees have with their managers, if discourse is done between the managers and subordinates when it comes to clearing out expectations and making work easier given limited resources, problems may be limited. Modification of managerial commitment, by prioritizing safety during daily leader-member exchanges, results into subsequent modification of safety climate level.

Non-recognition of one's efforts

Another situation where *SNL* is felt is when an employee's effort is unrecognized. The theme centered on appreciation of the work that is done without emphasizing that the people in authority are obliged to do it. Most of the respondents reported wanting to hear their managers thank them for doing the tasks or recognize them in meetings that what was delivered will not have been possible it were not for the people who contributed to finishing it. There were also some who said that *SNL* increases when others are acknowledged for the work they did, or others are recognized for the "little" work they have contributed to the task while those who worked hard for it are left unappreciated. The excerpts from the discussions and interviews:

"Kapag hindi man lang pinapansin ang pinaghihirapan ko sa institusyon. (When my hard work is not recognized by the institution)." (F, 52)

"Selective recognition by immediate superiors." (F, 42)

"Hindi ako pinagkakatiwalaan sa mga committee works. (I am not trusted with committee work.)" (F, 39)

"Madalas, hindi nakikita ang hirap ko sa trabaho. (My efforts are not recognized most of the time)." (M, 29)

When it comes to the Filipino culture, Enriquez (1992) posited that human or social interaction is a highly valued by Filipinos. This social interaction becomes a main focus of investigation in identifying and analyzing the basic concept of Filipino personality. Studies examining the Filipino language (Enriquez, 1992; Mercado, 1994) provide a conceptual distinction in the levels and modes of this social interaction where two general categories were identified: the *ibang-tao* or outsider, and *hindi ibang-tao* or one-of-us. The superiors' negative treatment of the employee like not trusting them and appreciating them may put the superior in the outsider mode or (*ibang-tao*). This may affect the level of relationships in relation to empathizing with the demands that the superior has to face that may need the support of the faculty members and administrative staff.

Work overload

The last theme concerning situations where *SNL* is felt is in relation to the work overload. The respondents related their concerns over these:

"I work beyond what is written in my TOR (terms of reference)." (F, 38)

"Sa dami ng trabaho, di ko na magampanan eto nakakapagod. (I have lots of work to do, I can no longer function and it makes me tired)." (F, 49)

"Unfair distribution of work." (F, 52)

"Over-stressed dahil sa dami ng trabaho. (I feel so stressed because of the amount of tasks)." (M, 36)

The generated data that formed the theme focused on the weight of jobs that are required to accomplish the required deliverables. Thirty-seven (37) respondents admitted that thy have worked beyond what is expected of them and had been assigned various roles in the organization in order to expedite what should be delivered by the academic and non-academic offices they were in. The management easily distinguished efficient workers, which could be the reason why they were given more responsibilities compared to their colleagues. A number expressed their dismay when other are not performing the way they should are expected to perform without being reprimanded by the people in authority.

External Sources

The other category under the situations where *SNL* was felt focused on salary and compensation and management of the system. These were considered external to the duties that were expected to be fulfilled and were seen to be issues that the institution should address.

Low Salary

Salary and compensation was an important concern that triggered feelings of *SNL*. In particular, the respondents related that they felt not receiving the salary that they deserve when it comes to the amount of work they had given. The goodness of fit between salary and work contributed are observed in the following excerpts:

> *"Minsan hindi binabayaran ang trabaho ko. Unpaid talaga. (Sometimes I am not paid by the work I have given)."* (M, 29)

> *"Mababa na nga ang sahod ko. Hindi pa maibigay yung mga pangangailangan namin tulad ng incentives kapag Pasko. (I have a low salary and sometimes the incentives during Christmas are not given to us)."* (M, 45)

The experience of work overload associated with lower salary is likely to be associated with negative affective reactions considering the unpleasant nature of the work that is expected from the employee. Likewise, the climate an organization embodies affects the employees' perception of their organizational environment (Chaudhary, 2014) when the organization does not provide them with the employees' perceived dues then the tendency to feel *SNL* increases.

Mismanagement

The second emerging theme is mismanagement where issues such as not being able to handle the manpower and its resources well. This was the prevalent issue at the time data was gathered since bonuses and incentives were to be awarded to the employees. The employees expressed their apprehension regarding how much they should be receiving. Likewise, issues concerning management people not being able to make decisions on one's promotion, terms of reference, and benefits were raised.

> *"Paulit-ulit akong nag-follow up ng papers ko. Pero hindi pa din naaasikaso ang documents. (I followed up my papers but the documents are still pending)."* (F, 28)

> *"No promotion."* (M, 32)

> *"Nakasuhan ako ng simple neglect sa isang bagay na di ko ginawa. (I was charged with simple neglect with something I am not accountable to)."* (M, 46)

Various workplace treatments had been found to be prevalent and consequential (Yang et al., 2014). The capacity for a person to perform effectively in his or her job is affected by his or her organizational commitment and job satisfaction. If the treatment of the organizational as a whole will lead the employees to feel that they are under-compensated and evaluated unfairly, chances are they would most likely have lower levels of job satisfaction.

With whom is SNL felt

The respondents were then asked with whom they felt *SNL*. With the situations being filtered to focus on issues and unfair treatment, it is imperative to determine with whom these issues are commonly raised. Two levels were also created: internal sources and external sources. Internal sources were concerned with *SNL* felt with people they frequently interact with while the external sources focused on the people they would most likely interact with during their free time or while they are transacting with other offices.

Internal

The generated themes centered on perceived unfairness of the immediate superior, unfulfilled expectations, and conflicts with colleagues. *SNL* was primarily triggered by people who the respondents interact most with, in this case, the immediate superior, staff or colleagues they work with. The 68 respondents provided varied answers but all were categorized under the three (3) sub-themes.

Perceived unfairness of the immediate superior

A large number of the respondents (49) pointed to their immediate superior's behavior towards them. Specifically, they mentioned that they had negative feelings towards their superiors when they highlight the shortcomings of their staff and faculty instead of providing them with constructive feedback. Some of their

experiences pertain to:

> *"Kung nagagalit siya dahil may iba akong ginagawa. (My boss gets angry because I am doing other things)."* (F, 32)

> *"Naranasan kong pinagbintangan. Wala siyang tiwala sa akin at hindi marunong magpatawad. (I experienced being accused of something. My superior does not trust me and in unforgiving of errors I have done)."* (M, 49)

> *"May sakit yung tatay ko tapos. Parang nagagalit siya pag-umaabsent ako. Parang hindi siya naniniwala na may sakit nga yung father ko noon. Tapos basta may mga sinabi siya na siguro hindi naman totoong may sakit yung tatay mo. At nung sinabi niya kasi yun, sa iba, parang sa ibang faculty pa siya kumakalat na ganoon. (My father was ill that time. My superior gets angry if I am absent. It seems he/she does not believe that my father is sick. He/she todl me that maybe my father is not really sick and that I am lying, he/she even told the other faculty members about his/her suspicion)."* (F, 33)

> *"My superior neglects me. He/she prioritizes the people he/she is close to in sending to conferences for faculty development. He/she is critical of what we do as faculty members but allow those who are close to him/her to not follow the policies."* (F, 36)

Table 2

Generated Themes and Theme Definitions on With Whom SNL is Felt

Main theme component	Generated themes	Theme definition	Frequency*
		Sourced People for *SNL*	
Internal	Perceived unfairness of the immediate superior	When the immediate superior demonstrates preference over another person and when socially appropriate behaviors are not manifested (e.g. berating, shaming)	49
	Unfulfilled expectations	This covers concerns regarding the perceived entitlements that the respondents have about their work which were not given to them.	32
	Conflicts with colleagues	These are experienced conflicts with people within the office or department and with the other related agencies	20
External	Problems with people in authority	Perceptions of the respondents that leaders should be just and fair in their decisions	15
	Being bullied	The respondents' perceived aggression towards them by members of the organization who are indirectly connected with their offices.	10

Note. *Multiple responses

The institution operates on a variety of different cultural contexts, an understanding of the manner in which culture impacts employee experiences, the Filipino culture emphasize relationships in being able to work well with others and be productive. In addition, power distance is seen to be imperative in understanding how the superiors' observations and actions affect employees. In the work of Hofstede (Taras, Kirkman, & Steel, 2010), the Philippines rated highly in terms of power distance which means that emphasis is given to centralized authority, autocratic leadership, paternalistic management style, acceptance that power has its privileges, and an expectation of inequality and power differences. The superiors are treated with utmost respect and what they say greatly impacts the employees' morale. *SNL* increases because as power distance is large, then the extent to which subordinate are expected to express disagreement with their supervisors becomes low.

Unfulfilled expectations

This theme focused on the entitlements that the respondents expect from their superiors that were not

provided to them. The *SNL* is not necessarily directed to their immediate superiors but with the people who were once in their position but failed to properly orient and turn-over all the responsibilities of the work.

> *"Di nila ako tinuruan ng bagong system sa computerization ng involvement system. (They did not teach me the new system in computerization of the involvement system)."* (M, 23)

> *"Sinigawan ako ng taga-ibang opisina kasi di ko daw alam yung proseso. E dapat imbes na magalit sa akin, kinausap niya ako tungkol sa ano ang dapat gawin. (The personnel from the other office shouted at me because I did not understand the process. Instead of being angry, he/she should have told me what I should do)."* (M, 34)

> *"Pinag-submit ako ng documents, pagdating doon sinabihan ako na dapat pirmado ng superior ko. Sabi sa akin after going through all the process na ganoon daw talaga yun at masanay na ako. (When I submitted my documents to this office, I was told that I had to go through the process again of having my superiors sign. I was told that it was the system and accept the process."* (M, 24)

> *"Yung dinatnan kong office, kinuha nung sinundan ko lahat ng files. Walang itinira. Pati yung secretary niya, hindi ibinigay sa akin yung files. Everything, I had to start from scratch. (When I assumed the position, the one who left that office brought all the files. The secretary did not hand me the files also. I had to start from scratch)."* (F, 36)

In relation to Hofstede's cultural values dimensions (Taras, Kirkman, & Steel, 2010), the Philippines was rated as a collectivist country characterized by a tight social framework in which people distinguish between ingroups and outgroups, they expect their ingroup to look after them, and in exchange for that they feel they owe absolute loyalty to it. In this case, the employees felt that being part of the institution they will receive a more pleasant and positive relationship with majority of the people they are working with. When these people receive the opposite responses, *SNL* is felt.

Conflicts with Colleagues

The generated responses produced an emerging theme that centered on the relationships between and among the employees with some answers focusing on the negative dispositions of the people they work with. Among the responses were:

> *"Nangyari na one time sa akin sa work, pero hindi personal through phone na nangyari.. na naibuhos ko lahat ng sama ng loob ko, lahat ng kinikimkim ko na hindi ko, na naisip na ganoon siya. Dapat ganyan, nawala ako sa sarili ko nung mga panahon na yun. Naisip ko yung mga pinipigil ko na, intindihin mo na ganoon lagi sa isip ko…. Ganun lagi sa back of my mind, na iniisip ko po lagi na intindihin mo.. kasi wala ka sa kalagayan niya, iba yung nararamdaman niya kaysa sa iyo. Yung ganoon po. (It happened at work when I talked to him/her on the phone, I told him/her all the things that are going on in my mind saying that he/she should not treat me that way. I have kept all the ill feelings and tried to stay my cool, but I felt the need to say it to him/her. I knew I had to understand him/her)."* (F, 33)

> *"One of my co-workers betrayed me."* (F, 46)

> *"He/She blames me for things that he/she did. He/she acts nicely in front of me but talks ill about me with others."* (F, 52)

> *"Maingay, mabunganga, mayabang dahil nakasandal sa pader. Mahirap umunawa ng task. (He/She is noisy, talkative, and so full of him/herself because she/he knows she/he has someone who looks after her. It is also difficult for him/her to understand a task)."* (M, 42)

"He/she is insensitive." (F, 34)

"We always have a misunderstanding. He/she is not organized and systematic and is very noisy inside the office." (F, 29)

The conflicts center on their colleagues' negative behaviors towards the respondents when it came to accomplishing a task and its effect to their day-to-day interactions. In organizations, it is imperative that people have a strong social support as they spend one-third of their day or more at work. Studies (Fisher, 2014) provide evidences that occupational stress is related to one's control over one's activities and the presence of social support. When these are present in the workplace, harmful impact of workplace stressors appear such as depression, physical illnesses and eventually resignation from their jobs. It is important to implicate that empowerment and a cooperative climate ameliorate workplace stressors. The more positive the climate is within an organization, higher job satisfaction and contentment is observed (Hechanova, 2005).

External

External related themes focus on problems that the respondents face when it comes to people in authority of the higher management and the perception that they are being bullied by people in the workplace.

Problems with people in authority

The problems with people in authority are not exclusive to the immediate superior but also with the people who manage the institution. These include managers who decide on the promotion, incentives, and other benefits that the employees will receive; create policies that may affect the employees' welfare; and decide on the areas where the employees will further develop. The beliefs that the people in authority gives the *SNL* stems from the idea that the higher management should always be involved in finding ways to make the lives of the employees become better.

"The management has favorites. They always listen to these people. There is no consultation." (F, 36)

"Laging may issue kung matatanggap naming ang benefits naming kapag pasko. Hindi nagiging malinaw. Every year ganyan ang problema. (There is always an issue regarding our incentives during Christmas. It has not been clear and it happens every year)." (M, 52)

In order to maintain consistency with a focus on contextual influences, empowerment of employees is imperative to ensure job satisfaction (Cheung & Tang, 2009). The *SNL* felt about not getting the privileges as well as being treated differently compared with other employees had proved to implicate a negative attitude towards the management in general.

Being bullied

Climate regarding cooperation (Fisher, 2014) implicates the degree to which there is a shared perception that employees can count on the colleagues for assistance in the spirit of cooperativeness. This theme focused on how certain cliques and groups are held responsible for causing the *SNL* of the respondents. Some of what they shared were:

"There is a group that picks on faculty members they do not like. They ignored me and did not involve me in any of the activities handed down by our superiors." (M, 31)

"There are people in the institution who ignore me even when I know, I did not do anything to them." (F, 27)

Based on the gathered data the perceived bullying took the forms of ignoring, name calling, teasing and gossiping about the person. The respondents who became victims to these activities felt helpless as they felt that

there was no one who would help them. Their *SNL* increases as they felt that they could not work interdependently with others because of the tendency to become bullied. When the presence of negative incidents becomes a burden to the respondents; the climate that promotes cooperation decreases because of lack of social support. Consequently, the availability of social support should increase opportunities for effective coping, in turn reducing strain (Fisher, 2014) and negative affect.

Dealing with sama ng loob

Majority of the respondents (97%) admitted that they felt sad, angry, frustrated and disappointed as main emotions in harboring their *SNL*. It was difficult to become productive and concentrate on their work especially when they know that their superiors will not appreciate their efforts, colleagues are difficult to deal with, and the entitlements are not efficiently provided. Dealing with *SNL* included ignoring the person who triggered the negative emotions, confronting the person concerned, or coping with and rationalizing the SNL and changing perspectives.

Ignoring the person

Thirty-two (32) respondents reported that they ignore the person as a result of their *SNL*. The interviewees, likewise mentioned that they sometimes make use of *pagpapalampas* which refers to letting it pass or go. Some said that ignoring the person makes the person feel something is wrong and makes the person reflect about his or her behaviors towards the offended party.

> *"I feel frustrated when I talk to the person. I just ignore him/her because he or she is used to cause sama ng loob among people in the institution."* (F, 39)

> *"He/she is not part of my life. I refuse to let him/her ruin my day."* (M, 45)

> *"Yung nakasakit sa akin di ko na lang pinapansin. Hinahayaan ko siya para maramdaman niya ang ginawa niya sa akin. (The one who offended me, I choose to ignore. I let him/her feel that I was offended so that he/she will know it was a big deal for me)."* (F, 57)

> *"Paano ko naman pagsasabihan e boss koi yon? Kikimkimin ko na lang at hindi na lang papansinin. (How can I confront my boss? I will let it pass and keep it to myself)."* (F, 49)

The passive dealing with *SNL* involve denial of the affect or using the action to send a message to the concerned person. While some respondents relayed that it was effective in coping with their *SNL*, it poses problems to resolving issues surrounding the negative affect. First, if the person is ignored, will the person actually feel that he or she is ignored? Second, if the negative affect is denied (assuming that nothing happened), will the *SNL* disappear? These concerns affect the comprehensiveness of the affect, which is being simplified by the person feeling it. Researches on organizational communication (Pugh & Groth, 2011; Fisher, 2014) posit that the extent of work experiences within the organizations are negative would have a harmful impact on attitudes where the organization is the the object of interest. Negative affect may affect the work-related attitudes of the employees. This was supported by the answers of the respondents regarding the effects of *sama ng loob* to their work.

> *"Nawawalan ako ng gana magtrabaho dahil siya ang leader namin. (I do not like to work anymore because he/she is my leader)."* (M, 57)

> *"I am always absent because I feel sad and depressed whenever I have to talk to that person."* (F, 42)

In addition, work on workplace mistreatment (Yang, Caughlin, Gazica, Truxillo, & Spector, 2014) representing an interpersonal situation under which at least one member initiates counter-normative negative actions or stops normative positive actions toward his or her work or another member of the organization. The

actions in this case refer to withdrawing from the job or not functioning effectively in performing one's responsibilities. These actions may be detrimental to the organization in general since as part of the community, if one is not functioning according to his or her responsibilities, the other tasks may be affected.

Table 4

Generated Themes and Theme Definitions on When Dealing with SNL

Main theme component	Generated themes	Theme definition	Frequency*
Sourced processes in dealing with SNL	Ignoring the person who triggered the negative emotions	The decision of the respondents to control their negative affect by not allowing the concerned person to cause *sama ng loob*. The behavior is focused on being passive by pretending that the offending person does not exist.	32
	Confronting the person	This is an active approach where the respondents talk to or face the offending person and discuss the *sama ng loob* felt. The goal is to resolve the *sama ng loob* and decide on what the relationship will be with the person.	20
	Venting it out on Social Networking Sites (SNS)	An approach focusing on using varied means of social media in expressing their sentiments over work and colleagues	17
	Self-resolution and Perspective-Changing	Dealing with the concerned person through self-reflection, which means that the respondents chose to change their views about the negative affect without confronting the person	11

Note. *Multiple responses

Venting it out on Social Networking Sites (SNS)

Social networking sites (SNS) were cited as a form of dealing with SNL. The interviewed respondents reported expressing their feelings of disappointment and anger through various SNS since most of the employees had access to internet through the gadgets they own. Some of the respondents relayed that they would sometimes send a personal message to their friends discussing their negative feelings about a colleague or their superiors. While some communicated that they write statuses pertaining to how they feel for the day and their expectations of how people should act in situations that they feel SNL.

> *"I update my facebook status with quotes that express how hurt I am with what my boss did to me."* (F, 38)

> *"I tweet my feelings, my boss does not have a Twitter account, so he/she will not read what I have to say. I do not usually name the person in my tweets, I just express how bad I feel."* (F, 24)

The use of social networking sites is presented to be a form of dealing with SNL without directly confronting the source person. Most of the respondents mentioned that when they express their negative thoughts and feelings through SNS, they feel that they had already purged what needed to be out of their system resulting to a more adjusted person. Some of the respondents, on the other hand, preferred to put positive quotes and pictures instead to eradicate the SNL they feel.

Confronting the person

The respondents related that dealing with *SNL* involved confronting the person and telling the person how much the respondent was offended. Likewise, those who preferred to confront the source of *SNL* relayed that when they talk to the person, the issue becomes clearer and problems are resolved. However, there were respondents and interviewees who mentioned that sometimes confrontation only worsens the situation as the other party retaliates with his or her own version of *SNL* with the concerned person. This aggravates the situation

which is usually resolved by cutting ties and not talking to each other anymore.

> *"Nangyari na one time sa akin sa work, pero hindi personal through phone na nangyari.. na naibuhos ko lahat ng sama ng loob ko, lahat ng kinikimkim ko na hindi ko, na naisip na ganoon siya. Dapat ganyan, nawala ako sa sarili ko nung mga panahon na yun. Naisip ko yung mga pinipigil ko na, intindihin mo na ganoon lagi sa isip ko…. Ganun lagi sa back of my mind, na iniisip ko po lagi na intindihin mo.. kasi wala ka sa kalagayan niya, iba yung nararamdaman niya kaysa sa iyo. Yung ganoon po. (It happened at work when I talked to him/her on the phone, I told him/her all the things that are going on in my mind saying that he/she should not treat me that way. I have kept all the ill feelings and tried to stay my cool, but I felt the need to say it to him/her. I knew I had to understand him/her)."* (F, 33)

The experience of strain associated with *SNL* is accompanied by negative reactions, considering the unpleasant nature of the strain. Given that the employees tend to attribute the *SNL* with role-related stressors (performing one's job efficiently) to their organization (the cause being part of the organization), the corresponding negative affect would be negative attitudes towards the organization. By actively dealing with the problem, the respondents were able to vent out their feelings and most of the respondents and interviewed participants related that after engaging into resolving the conflict, they felt *gaan ng loob*.

Self-Resolution and Changing Perspectives

The last theme under the actions done to deal with *SNL* involved resolving the *SNL* by introspecting on the areas needed to be changed and by altering how he or she interprets and give meaning to the causes of *SNL*. The respondents expressed that when they feel *SNL* they frequently analyze why they felt it and what they can do about it, which usually involved social architecture (Seligman, 2004) that is to choose whom to interact with. The respondents also reported that they changed their perspectives about the people and situations that caused their negative affect and focused on how they learned from the situations.

> *"I just told myself, I am not allowing myself to be treated that way again. The next time my superior told me to do something I did not like, I politely told him/her I will not do it because it is not part of the responsibilities I have."* (F, 39)

> *"I took it upon myself to change, maybe I am always having negative feelings because I need to resolve issues I have with my being part of this organization."* (F, 36)

When organizations encourage empowerment and innovation, the employees seek to improve themselves (Chaudhary, 2014). The respondents were aware that they are active members of the organization and that the organization thrives because of their contribution. When this is an important idea, the employee most of the time, is able to see that *SNL* can be resolved and character improvement can be enhanced

4.2 Gaan ng Loob (GNL) at Work

The experiences of *SNL* produced the associated negative effects of sadness, frustration, disappointments, anger and contempt. The behaviors associated with it are withdrawing from the task, facing the concerned persona and discussing the source of *SNL*, and changing one's perspective through positive self-talk. In the area of exploring *GNL*, the respondents provided a more varied set of responses that describe and explain their encounters with the positive affect. They had more concrete experiences to share and elaborated on the areas that they felt the affect.

Examining the responses gathered, *GNL* is described to trigger feelings of positivity. Likewise, the respondents feeling *GNL* reported an organizational climate that encourages employees to be motivated to work, that is, incentives are available, superiors are supportive, and colleagues are accepting of the respondents.

Situations when GNL is felt

Interview data and responses gathered from the discussions with the respondents had six (6) emerging themes focusing on incentives and recognition, promotion and regularization, belonginess and perceived family, opportunities for growth and development, being challenged by tasks, and opportunities to meet other people. The themes concentrated on the motivating factors on how employees would become more productive. The first two situations emphasized what the institution could contribute, while the rest are a result of the support system that an employee is exposed to.

Incentives and Recognition

The way organizations attract, retain, and motivate their employees provides its edge over others. The people in an organization had become increasingly more important than the product, process, and technology, which can be copied by other organizations (Chaudhary, 2014). Likewise, there is enough empirical evidence (Chaudhary, 2014; Pugh & Groth, 2011) to support link between engagement and valued organizational measures. With the link between engagement and performance otcomes being well-organized, developing and enhancing engagement could prove to be a keystone to talent management and business success. Consequently, the selected institution had been providing incentives that promotes growth and development among its employees through various incentive programs in research, work performance (attendance and quality of work, and student evaluation), and faculty-exchange. The opportunities for promotion and development pave the way for the employees to see their institution positively.

A few of the situations where *gaan ng loob* are seen are in opportunities for faculty mobility and benchmarking. The institution provided means by which the faculty members can link with colleges and universities within the ASEAN region and beyond to collaborate and share information on curricular programs and student empowerment. Likewise, incentives for administrative staff empowerment where *GNL* are highlighted are seen in programs like opportunities to continue post-baccalaureate degrees, involvement in development programs that will support their current tasks, and benchmarking activities within the Philippines. Others mentioned that being given the privilege to send their children to school with free tuition when enrolled in the institution is an incentive that they are also grateful for. While others reported that being given scholarships and opportunities to pursue professional advancement are also sitituations where *GNL* increases. The following were the responses of the interviewees and the respondents from the workshops:

Table 5

Generated Themes and Theme Definitions on When GNL is Felt

Main theme component	Generated themes	Theme definition	Frequency*
Sourced situations for *GNL*	Incentives and recognition	The programs given by the organization that empowers the employees to perform efficiently and effectively.	58
	Promotion and regularization	Entitlements provided to the employees for serving a specific number of years with the equivalent educational background.	49c
	Belongingness and Perceived Family	The employees' perception that they are treated as part of the group. A higher degree of ingroup perception.	42
	Being challenged by the assigned tasks	The perception that tasks provided is equal to the skills of the employee	18
	Meeting other people	Opportunities to relate with and bond with other employees.	10

Note. *Multiple responses

> *"I was given the opportunity to lead a research and manage people. We were also able to publish the research in an international journal. We were once again given an incentive for publishing."*
> (F, 44)

"The faculty went to (an ASEAN country) and we met professors in the universities we visited who showed us how we can further integrate technology to our teaching." (M, 39)

"I was recognized as an outstanding employee. I was nominated by my boss and my colleagues helped me in completing my documents." (F, 33)

"Gumagaan ang loob ko kapag binibigyan ako ng pagkakataong mag-desisyon ng kung ano ang puwedeng gawin sa trabaho ko. (I feel more positive (gaan ng loob) when my superior allows to make decisions on my own regarding what I can do to finish my job." (M, 45)

The respondents viewed that the institution provide them with programs that would promote the development of ther capabilities and make efforts to help employees recognize their strenghts and weaknesses. *GNL* in this context was characterized by being provided with opportunities to develop one's capacities and the belief that the organization is doing its responsibility in taking care of its employees. When activities are geared towards the empowerment of their self-esteem, *GNL* towards themselves, their co-workers and their institution increases. Several studies concerning work engagement have reported significant associations between work engagement and favorable perceptions of workplace climate (Chaudhary, 2014). Fair and just performance management system is seen as an important predictor in whether *GNL* will be a surface feeling among the employees.

Promotion and Regularization

Promotion and regularization were also seen as an emerging theme in cultivating feelings of *GNL*. The employees described that they experience *GNL* when they get promoted and/or become permanent in their jobs. Regularization was particularly highlighted among the administrative staff, while promotion was the salient response among the faculty members. Among their responses were:

"Nagkaroon ako ng tiwala sa sarili ko nung ma-regular ako. Gumaan ang loob ko lalo sa trabaho kasi alam kong pang-matagalan na ito. "I gained more confidence in what I do when I became a permanent (regular) employee. I felt gaan ng loob with my work because I know that I will be in this job for a while)." (M, 28)

"Lumawak ang karanasan ko sa pagtuturo. Naging plus ang ma-promote sa assistant professor status. "I had a more comprehensive take on my teaching. My promotion to assistant professor status is a plus in my career)." (F, 32)

The process of being recognized by an institution through regularization and promotion increases an employees' beliefs about his capabilities. The more an individual feels that he or she is capable, the higher his or her self-efficacious beliefs and actions become. This finding could be explained on the argument that self-efficacy beliefs are associated with positive emotions. Self-efficacious employees are likely to feel good at work and as a result are more prone to show greater interest in their work, consequently are more motivated and engaged. It is assumed that since *GNL* are associated with positive emotions, the possibilities that productive measures are used in handling challenges and difficulties increases.

Belongingness and Perceived Family

Another emerging theme related to situations triggering *GNL* is when the employees felt that they are part of the ingroup and are being supported by their colleagues. Furthermore, it is important that they are treated like family within their departments or offices. An individuall's perceptions not only depend upon their own attributes but also on the group members (Chaudhary, 2014). The social environment affects the individual's perception of his or her work environment. The respondents saw that it was important that people whom they interact with treat them with kindness and a climate that promotes belongingness. A large number of those who were asked and interviewed shared that they had placed importance to the way their colleagues treat them.

"Nakakatulong na magaan ang loob naming sa trabaho sa opisina. Magaan ang loob ko sa mga kasama ko sa opisina. (It helps that we feel positively towards our work and our colleagues inside the office)." (F, 31)

"Masayang kasama ang mg aka-Faculty ko. (I find my colleagues in the Faculty happy to be with)." (F, 28)

"Ang mga kasamahan ko na nadiyan lagi-lagi, tinutulungan ako katulad kapag may problema sa pamilya nandiyan sila. (My colleagues are there to support me. They help me in a lot of problems including those concerning my family)." (F, 39)

The findings of *GNL* is anchored on the studies made by Enriquez (1992) where cultures distinguish between the "in-group" and the "out-group," the "member" and the "nonmember," or the "insider" and the "outsider" which he surmised to be an example of a "universal" or "etic" distinction. This idea is also not unknown to the Filipinos but has just draws a line in a most flexible manner. The *ibang-tao* (outsider) and the *hindi ibang-tao* (one of us) are both considered *kapwa* (the unity of the one-of-us and the other). Since then, Filipinos can still accommodate a nonmember just as if he was a member. When one is treated fairly and is provided with opportunities to connect with and be treated as an equal, *GNL* increases to the people who provide such treatment. Empathic attitudes towards these groups increase as revealed in the succeeding situations and people causing *GNL*.

Being challenged by the Assigned Tasks

As mentioned in the other situations where *GNL* is experienced, instances where their self-efficacy and self-esteem are empowered would most likely make the employees feel better about their work and the people they work with. Under this theme, areas pertaining to tasks being challenging and appropriate with their educational background and acquired skills are precursors of positive thoughts about their work performance.

"Gumagaan ang loob ko kapag natatapos ko ang aking trabaho sa oras. (I feel gaan ng loob when I finish my work on time)." (M, 29)

"I am glad to be involved in various committee works of the institution." (F, 32)

"Nabibigyan ko ng kasiyahan ang mga estudyante at natutulungan ko sila sa mga nire-request nilang records. (I am able to serve students and help them with accomplishing their records)." (F, 52)

"Ako ay pinagkakatiwalaan na magampanan nang mahusay ang aking trabaho. (I am trusted that I am able to do my job well)." (M, 55)

"I am happy with what I do because I have the chance to help other people." (F, 28)

The theme suggests that *GNL* may be related to feelings of self-efficacy. The responses suggest that *GNL* is associated with finishing one's work on time, being involved in committees, being trusted to do the job well, and helping others. Self-efficacy, on the other hand, is defined as the "belief in one's capability to organize and execute the courses of action required to produce given attainments" (Walumbwa, C.A., & Oke, 2010). When a person's competence in doing tasks are enhanced, the person's idea of what he or she can actually do increases which paves the way to a more positive outlook of what he or she can do. Interestingly, it was reported that when a person is recognized and given tasks that is aligned and appropriate with one's perception of the task difficulty, *GNL* is experienced.

Meeting Other People

Another situation where *GNL* is experienced is when opportunities to meet other people are provided to the

employees because it encourages the formation of support groups that one can turn to in times of need.

> *"I am happy to meet a lot of new people in the post I was assigned in. I get to discuss about my thoughts in terms of problems I meet while in the office, at the same time they provide me with how I can effectively deal with the stressors in my job."* (F, 43)

> *"Kapag may mga development programs, sama-sama kami. Nakikilala ko yung mga bagong employees. Nakakagaan ng loob yung nakikita kong maganda samahan naming at ng mga bago. (During development programs we are given the opportunity to mingle with the new employees. I feel good seeing that we get along well)."* (M, 38)

GNL under this theme is characterized by addressing one's need to connect with others and share their experiences with people. It is closely linked to the cultural dimension stating that the culture is collective (Taras, Kirkman, & Steel, 2010), which is characterized by a tight social framework in which people distinguish between ingroups and outgroups, they expect their ingroup to look after them, and in exchange they do the same. Connectedness may address issues of frustration, sadness and anger experienced at work and may be facilitated by opportunities to get to know more people.

With whom is GNL felt

When asked with whom they usually feel *GNL*, three themes emerged, the immediate superior or their supervisor; their colleagues; and the institution. The breath by which *GNL* is experienced is not specific to the people and institution mentioned but to others who were pleasant to the respondents as well. Salient responses with few frequency counts included the students, the parents, and people who smile a lot. However, the three themes surfaced out of the number of respondents who provided similar answers. Multiple responses had shown that 59 saw their supervisors as facilitators of *GNL* because of the support they get from them; 52 emphasized their colleagues who were frequently described as dependable; and 15 reported the family-like treatment they received from their institution.

Table 6

Generated Themes and Theme Definitions on With Whom GNL is Felt

Main theme component	Generated themes	Theme definition	Frequency*
Sourced people for *GNL*	Encouraging and supportive immediate superior	Perceived support behaviors coming from the immediate superior.	59
	Dependable Colleagues	Perceived support given by the people that the employee is working with.	52
	Family-like treatment of other members of the institution	The atmosphere that is formed within the organization.	15

Note. *Multiple responses

Encouraging and Supportive Immediate Superior

The recurring theme in terms of *GNL* is related with the respondents' relationship with their supervisors. Their supervisors provide the encouragement and empowerment that may provide them with opportunities to grow. However, like *SNL*, the supervisors could also threaten an employee's positive view of his or her work.

> *"Ini-encourage ng dean naming ang mabuting pag-uugali. (My dean encourages good attitude and behavior)."* (F, 31)

> *"Sa akin, ang boss naman namin kasi maayos naman para sa amin kaya kami hindi naman kami nagiging pabaya sa trabaho. Magaan and loob namin sa kanya pati mga faculty din maayos din naman sila makisama sa amin, kaya ang gaan-gaan din ng loob namin sa kanila. (My boss has a good relationship with us that is why we are careful in doing our jobs well. We feel good about*

our boss and we have good relationships with the faculty members as well).” (F, 37)

“My supervisor gave me a birthday surprise celebration. We eat lunch together and we talk about our concerns. It is as if we are of the same level.” (F, 45)

“My supervisor recognizes the work I have done. He/she does not say that he/she did all the work alone.” (F, 25)

Despite the power distance that was highlighted in triggering *SNL*, the respondents associated *GNL* with being treated equally and appreciated by their supervisors. Studies on social exchange theories (Walumbwa, C.A., & Oke, 2010) emphasize that leader behavior that is concerned with follower development and involvement imbues positive psychological and affective benefits within followers thereby fostering commitment to the supervisor. The *GNL* felt is related to the affective commitment to the supervisor and the manifestation of an increased *GNL* is the engagement in citizenship behavior.

Dependable Colleagues

Fifty-two (52) of the respondents said that their colleagues were the ones who trigger their *gaan ng loob*. The construct under this theme is associated with the support that their co-workers provide them. The following were the responses provided:

“I am blessed to have my co-workers treat me as family.” (F, 44)

“When I share my problems with them and they listen to me, I feel good knowing that they are there for me.” (F, 32)

“Pinakamagandang alaala ko yung tinulungan ako ng mga kasamahan ko noong nagkasakit ang aking asawa. (I fondly remember the time when my spouse was sich and they helped me).” (F, 49)

“Si J ang positibo kong kasamahan sa trabaho, kapag kailangan ko ng tulong, dindamayan niya ako. Mabait siya, magaling, masipag at matulungin. (I see J as someone with a positive disposition. Whenever I need help, he/she is at my side offering help. He/She is kind, competent, diligent and helpful).” (F, 47)

GNL is associated with co-workers who treat one another as family, provide support those in need, and are positive in approaching their work. High levels of co-worker support seem to be an important aspect when *GNL* is experienced. Likewise, job satisfaction seem to be affected when there are people who would provide the emotional support and other forms of scaffolding that are similar to how their families give them. Obtaining support can help maximize positive, meaningful, and identity- affirming experiences at work.

Family-like Treatment of Other Members of the Institution

A related theme to viewing supervisors and their colleagues as precursors of positive affect associated with *GNL,* the treatment given by the other members of the institution is likewise deemed imperative. For the employees, it was important that they are treated like family members by the higher officials of the institution influenced by trust, fairness and justice.

“I feel loved by the faculty since I started working here at PNU so, yun kasi yung kinamulatan ko sa kanila. Kung mayroon mang conflicts na napag-uusapan at nabibigyan ito ng karampatang sagot. Sa akin, naiintindihan ko saka I’ve learned so many things nga sa kanila. Enjoy ko yung time with them kasi nga marami akong natutunan at I am loved by the faculty. Napakasaya ko kasi ang gusto ko kasi sa buhay ko yung may natutunan ako. Every day of my life may natutunan, gusto ko yun. (I feel loved by the faculty since I started working here at PNU. When there are

conflicts we discuss and solve them. I have learned so many things from the faculty member I worked with, I also enjoy being with them and I know that they love me. I am happy because I am living a life that gives me the opportunity to learn every day)." (F, 42)

"Nagkakaisa kami kapag may committee works. Hindi namimili ng sasamahan kasi palagay na ang loob namin sa mga kasama namin dito. (We collaborate during committee works. We do not show our favorites in schoosing who to be with because we get along well)." (M, 29)

Co-worker relationships are recognized as one of the most ubiquitous and important interpersonal relationships (Ward Struthers, Dupuis, & Eaton, 2005) and while perceived organizational support is believed to be influenced by relationships employees have in their organizations, *GNL* seems to be related to being accepted and treated equally by the other members of the institution. If the inner radius of colleagues and their supervisors provide a positive climate that induces positive feelings, it expands to the other offices and departments of the institution.

Maintaining GNL

Since *GNL* has been observed to facilitate employees to become more positive in approaching their work, it is important to examine how they manage to maintain the positive affect to fuel their motivation to appreciate and effectively accomplish their tasks. Three (3) themes emerged from the discussions and interviews conducted focusing on increased work efficiency, using the positive feelings associated with *GNL* to counter *SNL* and manifestations of positive emotions, preference to spend more time with colleagues that translated to willingness to help colleagues in need.

Table 8

Generated Themes and Theme Definitions on Dealing with GNL

Main theme component	Generated themes	Theme definition	Frequency*
Sourced processes in maintaining with *GNL*	Increased work efficiency	The tendency for the employees to perceive that since they have positive experiences, accomplishing tasks becomes easier. Motivation to go to work every day is seen as an important component of this theme.	50
	Using the positive feeling to counter *SNL*	The employees' choice to harbor positive feelings that will eliminate chances they will feel SNL. The employees emphasize manifestations of positive emotions instead of dwelling in the negative emotion	44
	Preference to spend more time with colleagues and provide support	The preference to participate in institution-related tasks that are not part of their regular workload. Likewise, it covered the preference to provide support to others as a result of GNL	34

Note. *Multiple responses

Increased work efficiency

An environment in which the organization cares about the well-being of the employees should be associated with increased efficiency and productivity (Kelley, Britt, Adler, & Bliese, 2014). The employees admitted that when *GNL* is felt, they feel more motivated to get their tasks done and make finish their tasks with quality. Among the responses of the respondents were:

"Basta maayos yung samahan sa trabaho, kahit mahirapang trabaho parang napapagaan pa rin. Basta masaya yung mga katrabaho. (Even if the job assignements are difficult, it becomes easy when my relationship with my co-workers is positive. It is important that I get along well with my co-workers)." (M, 27)

"Dahil magaan ang loob ko, nagagawa ko lahat at natatapos ko sa oras ang mga trabahong ibinibigay sa akin. (Because I feel good, I am able to finish the tasks assigned to me on time)." (F, 31)

The theme focused on examining the role of *GNL* between antecedents and outcomes that promote efficacious behaviors. When *GNL* is felt, the employees become more determined to finish their tasks, the feeling is associated with having a positive climate between colleagues and impacts future work-related behaviors. This affective commitment to one's work promotes emotional attachment to, identification with, and involvement in the organization (Walumbwa, C.A., & Oke, 2010), which promotes healthy work attitudes and productivity.

Using the positive feeling to counter *SNL*

The perceived organizational support and emotional buffering from their colleagues are associated with *GNL*, which are used to control situations that will lead to *SNL*. The employees admitted that they choose to feel less intimated by their superiors and would understand emotional outbursts of their co-workers. Oftentimes, these behaviors were attributed to something external to the people manifesting it, therefore not causing a detrimental mark on the relationship.

"Magaan lang ma'am sa trabaho. Parang hindi ko naman nararamadaman sumama ang loob ko. Ever since hindi ko naman pinoproblema yung sa trabaho. Hindi ako nagagalit sa superiors ko o sa mga kasamahan ko kapag may pagkukulang sila. Naipapakita ko siya halimbawa, kahit gaano katambak ang trabaho gusto ko tapos siya bago ako umuwi, unless talagang hindi kaya. (I see work as something that is manageable. I do not feel bad and I never had problems with my work. I don't get angry with my superiors or co-workers when they have shortcomings on how I expect them to treat me. I see to it that I finish my job before I leave, unless it is difficult that I had to finish it the following day)." (F, 28)

"Binabago ko ang sarili ko na hindi maging magagalitin. Iniisip ko na madaming tao ang nagpapasaya sa akin kaya hindi na sumasama ang loob ko. (I try to change and not become easily angered by things and people. I always think that there are many people who make me happy that I need not have to feel sad)." (M, 57)

The theme is congruent with recent findings in the area of health psychology where individuals' responses to negative events have significant implications to their wellbeing (Ward Struthers, Dupuis, & Eaton, 2005). One response to restore positive feelings is by choosing to see what is positive about the situation as well as changing one's perspectives. Likewise, the employees emphasized that they consciously make an effort to feel positively by maintaining a positive disposition characterized by smiling, encouraging others, and giving suggestions to improve work.

Preference to spend more time with colleagues

By being supported by their colleagues, the employees maintain their *GNL* through wanting to be with them. The respondents' perceived social support help maintain a pleasant view of their jobs and the organization. High levels of co-worker support promote positive, meaningful and identity-affirming experiences at work. Interestingly, the respondents' preference to be with their colleagues covered those who were in the different stages of life from young adults to those entering late life.

"I like working with my colleagues who became my friends especially in research projects and other committee works. We bring out the best in each other and they have encouraged me to become a better person." (F, 40)

"My colleagues supported me through difficulties I was having with my husband. They helped me cope with my family problems. Now I am able to help them in their problems as well." (F, 36)

Co-worker support is a work role resource that is positively related to job satisfaction (Zacher, Jimmieson, & Bordia, 2014). *GNL* in this theme was associated with coping effectively not only with work stressors but with family stressors as well. The opportunity to share *GNL* experiences became salient because of the answers given by the respondents linking positive emotions to helping others.

4.3 Identify links between sama ng loob and gaan ng loob in the context of work relationships

Whether it is *SNL* or *GNL*, an important aspect of how the two inner feelings are developed is based on the perceived relationship of the person towards the other. The concept of *kapwa* is observed in both *SNL* and *GNL* experiences, both saw that those they consider "one of us" or "hindi ibang-tao" was the main triggers of the emotions. One is angered by the thought that someone he or she trusted did not treat him or her right while another may have positively perceive someone who had provided him or her with opportunities to grow.

SNL may cause work disillusion and decreased motivation. The anger associated with *SNL* is dispersed to people around them including their work. The respondents reported not wanting to go to work or feeling inferior in accomplishing a task. On the other hand, *GNL* proved to be a positive trigger to effective work habits. The emotions that were associated with it as well as the actions that come out from experiencing it show that it possesses the capacity to change one's perspective in life. However, it is worthy to note that the two are not exact opposites, that is, when *GNL* is absent, *SNL* sets in. They exist in two different levels where both are brought about by the organizational climate one perceives and the support one gets from the organization.

In general, the areas where the faculty members felt the positive and negative feelings were the same as the ones covered by employees. Whether it concerns their immediate superior's biases, unfairness in the promotions and incentives, both share the same concerns as the sources of their feelings. Differences, however, were observed among the administrative staff when it came to feeling accepted and becoming part of a family as initiated by their superiors.

5. Conclusions and Implications

The study intended to explore the scope of *sama ng loob* and *gaan ng loob* in the workplace. In summary, the following were the conclusions drawn out of the study:

Sama ng loob is associated with situations where unfairness and injustice are present and when there is a problem in balancing resources and workload. People who trigger the negative emotion are actions done by their immediate superiors and their co-workers. They resort to either ignore or confront the person who caused the *sama ng loob*. On the other hand, the others chose to change their perspectives about the situation creating something positive from a negative experience.

Gaan ng loob is felt in situations that provide recognition and chanced for growth and development. It is likewise associated with the feeling of belonginess and being challenged by tasks. The people who fuel this positive affect are the immediate superiors and colleagues as well as the other members of the institution who are not directly interacting with the person. Support from co-workers is an important aspect for *gaan ng loob* to be felt. The effects of *gaan ng loob* are seen in increased work efficiency, using positive feeling to counter *sama ng loob*, and the preference to be with their support group.

The two feelings were related to *kapwa* or shared identity with others, where both emotions are caused by people who are treated as *hindi ibang-tao* (one of us). The collective culture of being concerned with and part of making decisions of a larger group facilitates the emergence of the positive and negative affect.

In view of organizational culture, the SNL and GNL experiences provide information on how employees interpret the ways their superiors are treating them and how the organization provides for their needs. Maintaining a positive climate on organizational units requires daily exchange of discourse among workers. When superiors are considerate and open, the employees reflect the consideration and openness to their

colleagues. The positive climate may therefore breed feelings of GNL, which would influence the employees' motivation to succeed at work. When the organizational climate is clouded by mistrust and doubt over one's abilities, SNL would most likely be the predominant feeling because the employees would feel that their contributions to organizational development are not recognized. As gleaned from the study, GNL is enhanced when their leaders assign relatively manageable workloads, reduce anxiety, and focus on how the employees contribute to organizational development, while situations that are interpreted as the opposite trigger SNL.

The themes coming from the data suggest that SNL can be addressed through active discourse about the feelings of the employees and by acknowledging their roles and contributions to the organizations. The respondents who provided information on when they feel SNL and what they do when they have SNL suggested that the situation will change if their superiors provide them better opportunities to demonstrate what they are actually capable of doing. In an organization, SNL is inevitable, depending on the pressures and demands of the organizations; however, GNL is likewise inevitable when concerns pertaining to collaboration, positive climate and continuous discourse between the superior and the employee and among employees.

With the foregoing data, it can be surmised that *sama ng loob* and *gaan ng loob* are areas needing to be expounded in understanding organizational behavior. There is a need to continuously analyze the affect in terms of its cultural understanding and context. Further research is encouraged to examine its impact to work performance and job satisfaction.

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