

Hongkong and Shanghai Banking Corporation (HSBC) Competitiveness to the Mindset of Its Selected Executives

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Abstract:

Call center companies in the Philippines are the leading businesses in terms of inbound and outbound calls. HongKong and Shanghai Banking Corporation (HSBC) lead at the top compare to other call centers in the Philippines. The purpose of this study is to determine the influence of HSBC competitiveness to the mindset of its selected executives. The researcher surveyed 130 out of 193 employees using Slovin's formula. The researcher used self-made questionnaire which means connected to the mindset of executive such as resourceful, self-fulfillment, and achievement. In addition, the perception of executive such as fast pacing and innovative are also included in support to the dependent variables. The researcher utilized the descriptive and inferential statistics to satisfy the needed information for the present study. As T-test, Pearson r, Standard deviation, Percentage distribution, weighted mean and frequency distribution was computed, analyzed and interpreted, the results, the summary of the respondents in relation to demographic profile majority of them were female, their age fall under 21-30 years old, while civil status more on single, then majority of them were college degree holder and also they have 4-5 years' experience in their work as executives. In

addition, the summary on the mean percentage shows that the respondents have very high in the indicator fast pacing, and the next indicator innovative were the respondents got average. Also, the variables under the mind set of executive such as resourceful, self-fulfillment and achievement have the same verbal interpretation strongly agree. Furthermore, the degree of relationship existing between the independent and dependent variables is very high positive correlation, using the range of values for the interpretation of the Pearson r. Lastly, the obtained relationship is significant at the 0.05 level, i.e., there exist a real correlation between the independent variables and dependents variables using t-test.

Key words: Hongkong and Shanghai Banking Corporation (HSBC), Competitiveness, Mindset and Executives

INTRODUCTION

The HongKong and Shanghai Banking Corporations one of the world's largest financial company and one of the most competitive Global company giving clients the combined advantage of worldwide connections, an extensive global experience and the same familiarity with the local market. Hong Kong and Shanghai Banking Corporation continue to earn profit during global downturn because of its unique business approach and belief that the secret of success is their people.

HSBC has been serving corporate and institutional customers in the Philippines since 1875, giving clients the combined advantage of worldwide connections, an extensive global experience and the same familiarity with the local market. The alignment of the corporate, investment banking and treasury businesses has allowed the Bank's dedicated relationship management team to gain a deeper understanding of customers' corporate banking, treasury, and corporate finance requirements to offer value-added solutions. This

strategy has secured the Bank's position as a market leader in the local debt capital and derivatives markets it also continues to receive widespread recognition from the financial industry's leading publications, reflecting the success of our strategy as an emerging markets-led and financing-focused wholesale bank.

Due to the company's' brand, the company encourage competition between individual employees to live with company standard. They continue to find and develop the competitive edge of each employee and promote the most innovative way to compete with each other. This boosts the pride and prestige of the employees and making employees at their best behavior. This boosts the pride and prestige of the employees and making employees not only to be at their best behavior but as well as to increase their nationalism. Employees compete worldwide in terms of customer service and sales technique; this opportunity to compete with other nation increases Filipinos' self-esteem and driving their self has to be more strong-willed. Recently, HSBC introduce new way of gagging its employee's productivity, the Best-In-Floor (BIF). Far from the previous way of measuring how executives are performing, this BIF can tell you what exactly place you are out of all employees.

Figure 1 below shows the actual form of BIF card of which HSBC is using to every employee.

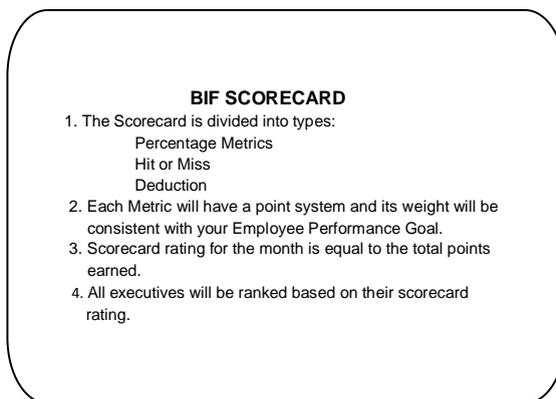


Fig.1 BIF Score Card of HSBC

It is like sitting inside the classroom and competing with your classmates for the most intelligent student and wait for the school year to end and find out who will get the 1st honorable award.

Figure 2 below illustrates the definite percentage metric used in calculating the percentage performance of each employee of HSBC.

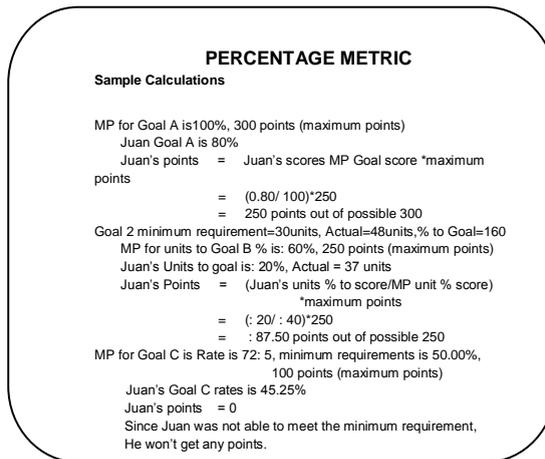


Fig. 2 HSBC's Percentage Metric

The performance is based on how many scores you get at the month end. Every single metric has a corresponding point and the number of points you will get is based on how is your performance compare to your officemate (refer to power point presentation for detailed scoring system).

Likewise, the figure 3 is a concrete presentation of the scorecard rating with corresponding frequency and percentage of performances of every employee in every month. This is used as basis for salary augmentation and promotion.

PROFILE OF THE RESPONDENTS		
SCORECARD RATING	FREQUENCY	PERCENTAGE
Top Performance	20	20%
Middle Performance	70	70%
Bottom Performance	10	10%

The innovation for gagging performance is very crucial because first, this is the first time that employee will be competing directly from co employees. Second, this could create a negative impact on all employees that could make them think going to work is like going on a battle, and third, this could create a pressure that could lead to attrition. Either this new scorecard can put a positive mindset to create a positive output to the company or this will just result for a dull executives.

This research is being done to prove that these new system could give the company a positive returns and could create a positive mindset to the employees despite of a high pressure due to competitiveness of the company.

CONCEPTUAL FRAMEWORK

When people think of competition, it sometimes leads to hostility, negative attitudes, and a “winner-takes-all” mentality but HSBC able to address these attitudes thru factors leading executives to have a positive response for competing.

1. Rewards – higher rewards points that is convertible to cash
2. Prestige – BIF executive’s name is displayed on Plasma screen from day 1 and will be awarded at the month end.
3. Supervisor Coaching – 2x a week conversation with your supervisor regarding your ranking and will give executives feedback and suggestion on how to be on top of the BIF scorecard

4. Career Move – BIF will be highlighted on you permanent record that could be considered during your application for the next higher position. It will also create a very good impact for the 100 Club nominations (100 Club is the top 100 executives that will be trained outside the country).

The schematic diagram shows how competitive it is of working in a call center environment. The fast pacing and innovative lifestyle of employees makes everyone experience a hard time of coping up. Every employee is pushing themselves of achieving the company's goal.

OBJECTIVE OF THE STUDY

The main objective of this study is to be able to determine and evaluate Hong Kong and Shanghai Banking Corporation (HSBC) COMPETITIVENESS TO THE MINDSET OF ITS SELECTED EXECUTIVES, S.Y. 2016- 2017.

Specific Objectives:

1. Identify the demographic profile of the respondents in terms of (a) Gender (b) Age (c) civil status (d) highest educational attainment (e) length of service.
2. Determine the perceptions of the respondents in terms of the following area: (a) fast pacing (b) innovative.
3. Determine the level of extent of the respondents mindset such as (a) resourceful (b) self-fulfillment (c) achievement.
4. Identify the significant relationship between the independent and dependent variables under competitiveness and mindset of the respondents.

The paradigm below reflects the independent variables such as fast pacing and innovative, while the dependent variables

involved the following: resourceful, self-fulfillment and achievement.

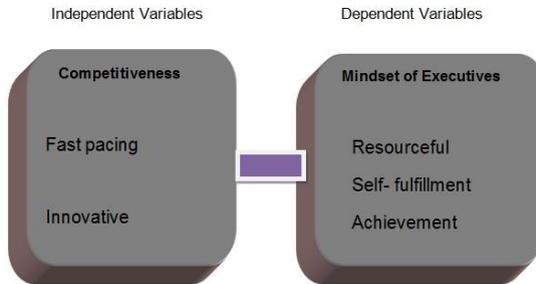


Fig. 4 the Competitiveness and Mindset of Selected Executives

STATEMENT OF THE PROBLEM

The study determined the effects of HSBC competitiveness to the mindset of its selected executives.

Specifically, the study answered the following questions:

1. How are respondents described in terms of the following demographic variables?
 - 1.1. Age,
 - 1.2. Gender,
 - 1.3. Civil status,
 - 1.4. Highest educational attainment, and
 - 1.5. Length of service
2. What are the respondents' perceptions on the HSBC's competitiveness in terms of the following variables?
 - 2.1 Fast Pacing and
 - 2.2 Innovative
3. To what extent do the indicators of HSBC competitiveness influence the mindset of its selected executives?
 - 3.1 Resourceful
 - 3.2 Self-fulfillment
 - 3.3 Achievement

4. Is there a significant relationship between indicators of HSBC competitiveness and the mindset of selected executives?

SCOPE AND DELIMITATION OF THE STUDY

The study is undertaken at HSBC particularly in the US Metris Account Department located at Ayala, Alabang, Muntinlupa City. This study is limited only to selected call center bank executives employees whose population frame comprises 193. A sample frame constituting 130 employees, which is 67.36 percent of the total population of the said department, will serve as the respondents of the study.

Although there are many possible mindsets of people, this study only explored the following mindset of executives: resourceful, self-fulfillment, and achievement. The time reference of the study is on the month of February, year 2017.

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents a review of related literature and studies, which the researcher considered relevant and consequential in providing valuable standpoints in establishing the constructs of the investigation at hand. These are presented to show the link of the present study with previous studies and related literature in terms of similarities and differences in correlates and scope.

Related Literature

Foreign Literature

This is the era of technology. Everyday a new discovery, a new invention is being made. The world is moving ahead in leaps and bounds. People are striving for success and satisfaction in life in the face of fierce competition. Competition is ubiquitous-

in every walk, every aspect of life right from childhood to old age. No one escapes competition.

It is very essential to know the influence- both positive and negative- of competition on society. Competition is the very force that drives individuals to aim for goals, aim higher. In school, students compete against each other for higher grades. Athletes compete for more wins, more records. Companies vie against each other for better sales, bigger markets. Just because there is competition, a person is forced to work harder, better and efficiently to overcome it, to defeat it.

Healthy competition is very important for the overall development of individuals, communities and nations on a broader perspective. Take the Indian car industry for instance. It remained stagnant until the late 80's with only two companies offering the same cars for 3 decades. Once the economic reforms came, many companies came into fray and competition increased. In the face of competition, new models, new features, better performing cars are being produced constantly. All this ultimately benefits the customer who gets a wider range to make a choice from.

According to De Silva (1997) in his article, he said that it is surprising that numerous countries throughout the world have failed to learn from the experiences of the rich economies and of the more recently industrialized countries that sustained investment in human capital is needed for competitiveness and growth. This situation is now changing with globalization, increased investment and trade, and the spread of technology. Investment in human capital is of course no guarantee of development if other relevant policies are inappropriate or are not properly implemented. However, without the right kind of human capital, other policies (economic, trade and investment policies) will fail to deliver growth, or growth will come to a halt as soon as cheap labor and other resources cease to be critical to the next stage of development. Since the time taken for investment in human capital to bear fruit is, compared to other

investments, relatively long, the planning period has also to be necessarily long and timely. Further, unlike most other resources, human capital does not waste or diminish in value through use; on the contrary, its value enhances.

When people think of competition, they typically think of negative competition, contrary to popular belief, there are two types of competition: positive and negative. Therefore, it is critical for businesses and project managers to recognize the differences between the two types of competition and learn how to foster positive competition while reducing or eliminating negative competition.

Christian Ketels (2010) argues that the focus of debate now needs to be on the actual policies that can increase competitiveness rather than exports per se. While the economic crisis has caused countries to revisit growth strategies, it has also raised serious concerns about whether the traditional strategy of export-led growth is producing the right answer.

Competition is a contest between individuals, groups, nations, animals, etc. for territory, a niche, or a location of resources. It arises whenever two or more parties strive for a goal, which cannot be shared. Competition occurs naturally between living organisms, which co-exist in the same environment. For example, animals compete over water supplies, food, and mates, etc. Humans compete for water, food, and mates, though when these needs are met deep rivalries often arise over the pursuit of wealth, prestige, and fame. Business is often associated with competition as most companies are in competition with at least one other firm over the same group of customers.

HBS professor Bo Becker (2009) added that credit ratings are a key aspect of the financial system. The quality of these ratings is certainly sustained in part by the reputational concerns of rating agencies, whose paying customers have no inherent interest in the quality of ratings. Competition in this industry has been increasing, and there have been calls for yet

more competition. Whether competition will reduce quality or improve, it is not yet clear.

Competition may also exist at different sizes; some competitions may be between two members of a species, while other competitions can involve entire species. In an example in economics, a competition between two small stores would be considered small compared to competition between several mega-giants. As a result, the consequences of the competition would also vary- the larger the competition, the larger the effect.

Washington University in St. Louis professor Todd Milbourn (2009) tests these conflicting predictions in the ratings industry. His empirical findings suggest that the system will work better as the evidence is more or less consistent with a reduction in credit rating quality and increased its market presence.

In addition, the level of competition can also vary. At some levels, competition can be informal; more for pride and/or fun. However, other competitions can be extremely serious; for example, some human wars have erupted because of the intense competition between two nations.

Competition can have both beneficial and detrimental effects. Many evolutionary biologists view inter-species and intra-species competition as the driving force of adaptation, and ultimately of evolution. However, some biologists, most famously Richard Dawkins, prefer to think of evolution in terms of competition between single genes, which have the welfare of the organism 'in mind' only insofar as that welfare furthers their own selfish drives for replication. Some social Darwinists claim that competition also serve as a mechanism for determining the best-suited group such as politically, economically and ecologically.

On the negative side, competition can cause injury to the organisms involved, and drain valuable resources and energy. Human competition can be expensive, as is the case with

political elections, international sports competitions, advertising wars and arms races. It can lead to the compromising of ethical standards in order to gain an advantage: for example, several athletes have been caught using banned steroids in professional sports in order to boost their own chances of success or victory. It can also be harmful for the participants, such as athletes who injure themselves when pushing their body past its natural limits, or companies, which pursue unprofitable paths while engaging in competitive rivalries.

Merriam-Webster defines competition in business as "the effort of two or more parties acting independently to secure the business of a third party by offering the most favorable terms". Adam Smith in *The Wealth of Nations* (1776) described it and later economists as allocating productive resources to their most highly valued uses and encouraging efficiency. Later microeconomics theory distinguished between perfect competition and imperfect competition, concluding that no system of resource allocation is more efficient than perfect competition. Competition, according to the theory, causes commercial firms to develop new products, services and technologies, which would give consumers greater selection and better products. The greater selection typically causes lower prices for the products, compared to what the price would be if there were no competitions (monopoly) or little competition (oligopoly).

However, competition may also lead to wasted (duplicated) effort and to increased costs (and prices) in some circumstances. For example, the intense competition for the small number of top jobs in music and movie acting leads many aspiring musicians and actors to make substantial investments in training which are not recouped, because only a fraction become successful.(Merriam-Webster)

According to *Lawrence S. Kleiman on 'Employee Compensation' Reference for Business: An Encyclopedia for*

Business 2nd Edition, “An organization must contain these spiraling costs if it is to get a proper return on its human resource investment, and thus gain a competitive advantage. When compensation-related costs escalate, the organization must find a way to offset them. In the past, companies passed along these increases in costs to the customer in the form of higher prices. However, most U.S. companies now find it very difficult to raise prices. Thus, to remain competitive in light of fierce domestic and foreign competition, unfavorable exchange rates, and cheaper foreign labor costs, it is imperative that companies find ways to control labor costs. Unless this can be done, organizations may be forced to implement such adverse actions as pay freezes, outsourcing/offshoring, and/or massive layoffs”.

Marcia G. Simmering in his book “*Employees Evaluation and Performance Appraisal*” *Reference for Business: An Encyclopedia for Business 2nd Edition*, she said that the organization must determine for each job family the skills and behaviors that are dimensions, which are broad aspects of performance. For instance, "quality of work" is a dimension required in many jobs. To determine which dimensions are important to job performance, the organization should rely on an accurate and up-to-date job analysis. Job descriptions written from job analyses should offer a detailed and valid picture of which job behaviors are necessary for successful performance.

In the identification stage, the company must also choose who will rate employee performance. Supervisors, peers, and the employees themselves may provide performance ratings. In most instances, performance appraisals are the responsibility of the immediate supervisor of an employee. Supervisors rate performance because they are usually the ones most familiar with the employee's work. Additionally, appraisals serve as management tools for supervisors, giving them a means to direct and monitor employee behavior. Indeed,

if supervisors are not allowed to make the appraisals, their authority and control over their subordinates could be diminished. While supervisory ratings can be quite valuable, some companies have added peer appraisals to replace or supplement those given by the supervisor.

Mark Thomas et al., 2006 "The Complete CEO: The Executive's Guide to Consistent Peak Performance". Said that business success comes neither easily nor quickly. What is needed is a practical guide to achieving peak performance recognizing your starting point and telling you what is required to achieve your goals. The Complete CEO does exactly this by providing a comprehensive framework against which any business leader can assess their strengths and weaknesses. The Complete CEO combines invaluable insights from some of the most successful CEOs in North America and Northern Europe along with the authors' extensive knowledge and experience to create a complete program for you and your business to achieve peak corporate and individual performance. The Complete CEO distils learning built up over the last ten years from 1000 leaders of the world's largest quoted companies. By comparing the ways these leaders ran their businesses with their long-term performance, you will be able to see what works in practice and how to make it work for you.

The field of research called the "competitiveness of nations" takes into account that businesses operate in a national environment that can enhance or hinder those businesses' ability to compete within their own countries or internationally. There are many factors that affect the environment in which businesses operate—including the domestic economy and fiscal policy, regulations, infrastructure (from transportation to universities to hospitals to Internet access), the education of the workforce, and many others. Factors may be hard data, such as GDP and miles of paved roads, or soft data, such as the attitudes and values of managers and workers.

Local Literature

According to Arcelao, Orly (2010), competition is ultimately more beneficial than detrimental to society, only if indulged in a healthy way. Unhealthy competition will only lead to destruction of faith, goodwill in society. Competition in a positive and healthy way is the road to progress. However, the moment it is used in a negative way, it can prove harmful. We see the use of performance enhancing drugs in sports- athletes being banned and so on. Companies indulge in malpractices like accounts tampering, publishing false reports to up their stocks. The same example can be applied in every other industry. Competition can only give a thrust to progress. No one can afford to be complacent and sit with fingers crossed. It will only leave one behind in the race. Competition expects and promotes fresh thinking, new ideas, better and more hard work. It makes one sit up and take notice of the world around. As someone aptly said, “there is no business without competition”.

According to Federico M. Macaranas 2004, AIM Policy Center Executive Director Two most critical factors in determining a city’s competitiveness are: 1) presence of a pool of educated and talented president and 2) local officials’ ability to tap their talents for development projects. “The winners have a strong human resource base and have attracted their people to stay and develop small medium enterprises (SMES). The dynamism of the city was at the heart of its competitiveness.”

In the work of Jenna Lopez, July 2010 “*The Truth about the Filipino Workers*”, she stated that Filipino workers are the most in demand employees by the foreign businesses. Investors from other countries keep coming in to invest here in the Philippines. It is not because they could generate more income here since they pay less when it comes to the operations and labor cost of their business. It is because of the quality of work that we give to the business. Filipino workers exceed the expectations that have been set by the company. In addition to that, Filipino workers are driven by the fact that no matter how

difficult the task is, we always find a way to make the job easier. Filipino workers are happy and cheerful people and that make the work fun and exciting.

As international competition became more innovation and knowledge based, understanding trade performance went-beyond the parameters of the comparative advantage paradigm and stressed the role of technology in affecting international competitiveness (Mytelka, 2000). Focusing on the role of entrepreneurs in shaping international competition, a critical observation made is that all firms face the same macroeconomic condition but respond and perform differently in their export activities. This suggests that there must be firm-specific characteristics that significantly influence a firm's capability to perform in the world market. Hence, research direction has shifted toward understanding the different forces that influence firm level performance. This research interest is further facilitated by the increasing availability of large micro datasets, which unfortunately are limited to developed countries.

Juntee, Terrenal, September 01, 2010 “Competitiveness - Differentiator Of External HR Business Partner “, Four Specific Categories of Business Values that will make you become competitive in any market today and in the next decade. First, Competencies: strategic skills, decision making, problem solving, expertise, consultative, experience, Second, Behaviors: like-able, pragmatism, awareness, listener, team player, initiative, persuasive, common sense sensitivity, Third, Capabilities: negotiator, communicator, leadership, development, concretizing the concepts into realistic actions and Finally Results: ROI, objective, advancement, retention, productivity, creativity, strength, empowerment.

RELATED STUDIES

Foreign

The process of competition between companies can be described as a causal consecutive sequence "source of competitive advantage form of competitive advantage (superior position) performance" (Cater/Pucko 2006). In other words, if a company wants to build a competitive advantage in either of its two basic forms certain sources of a competitive advantage must first be developed. Once a company possesses such sources and knows how to transfer them into a competitive advantage it can reasonably expect to be successful.

The sources of a company's competitive advantage have been addressed in the strategic management literature by two competing lines of study, one emphasizing the external factors (characteristics of a company's environment) and the other emphasizing the internal factors (company-specific resources, capabilities, knowledge etc.). Emphasis on the external factors is the essence of the "outside-in" approach addressed by researchers within the industrial organization school. On the other hand, emphasis on the internal factors forms the essence of the "inside-out" approach addressed by researchers representing the resource-based school, which builds on the assumption that a competitive advantage is proactively created by companies through their accumulation of unique resources, capabilities and knowledge. *"Intangible Resources as an Antecedent of Companies Competitive Advantage and Performance"* by Cater, Barbara, April 01, 2009.

Stephen Dorgan, November 2002 in his study *"How Good Management Raises Productivity"*, stated that three management techniques have long been thought to improve a company's performance: lean manufacturing, which minimizes waste; talent management, which attracts and retains high-caliber people; and performance management, which rewards employees who meet set goals. To assess and measure the

impact of these management techniques, we interviewed the directors of operations or of manufacturing at 100 companies in France, Germany, the United Kingdom, and the United States.¹ The interview process was double-blind: subjects didn't know how their management practices were being assessed and measured, and the interviewers weren't aware of the companies' financial performance.

According to Joseph Daniel Mc Cool, January 22, 2010 in his study "How Companies Rebuild Competitive advantage", Gaining a decided advantage over the competition starts with attracting the right talent to the organization. The companies must also invest in executive talent development, assessment, and retention because they're just as critical to business performance. The market leaders in any industry recognize that attracting and developing the best executive talent is a continual, institutional priority, no matter what the economic environment. He pointed out that development needs—even for people at the most senior management level—are not fatal flaws for a corporation or an individual unless they go unaddressed.

Diraby, Costa and Singh, Canadian Journal of Civil Engineering, May 01, 2006 in their study "How Do Contractors Evaluate Company Competitiveness and Market Attractiveness" by To enhance their profitability and sustain their market share, it is important for contractors to understand the drivers that have a bearing on their competitiveness in local markets. It is also important to be able to evaluate the suitability (relative attractiveness) of new and existing markets. Company competitiveness refers to its ability to design, produce, and (or) market products superior to those offered by competitors, considering the price and non-price qualities. Market attractiveness is a characteristic of the market that makes it attractive to organizations to invest in such a market.

From the article of Eng.hi138.com. posted March 16, 2007, stated that in order to ensure the enterprise's core

competitiveness, foster efficiency and continuity, on the one hand, the Government should through the Development of the telecommunications Industry policy, to create a stable, good corporate competitive environment; the other hand, enterprises should adapt to the Government to formulate policies and to digest , be reasonably applied to enterprise operation and management activities, so that industrial policy into the telecommunications business to cultivate and maintain the core competitive edge in the conditions.

Local Studies

Business executives play a vital role in the success of an organization. Its success and failure is a reflection of the behavioral attitudes of its executives. The personality of the chief executive is a determinant factor in the success of any organization (Soriano and Nehrt, 1990). This personality interest and acquired abilities which have been developed through formal education and informal training, as well as on a “hands on experience” the managerial skills of executives are developed.

According to Prakash (2003) a number of cooperative movements in developed countries have strongly stressed on the following points for the cooperatives and cooperative leaders to follow: Better transparency and accountability is established. It is by holding statutory meetings regularly, in time, in a democratic fashion and relevant documents like agenda notes, audit reports and working reports being supplied to the members sufficiently in advance;

1. Honorary office bearers tend to prove to be more expensive to the institution. They should be paid and they should be assigned specific tasks to ensure their genuine participation in the affairs of the cooperative on the principle of accountability;

2. The entire board is collectively responsible for the business performance of the cooperatives including losses;
3. Board members and the chief executive should have their job descriptions written down. It encourages a better participation, decision-making and follow-up;
4. There should be a constant flow of information through consultations and documentation between the board and the chief executive of the organization. All decisions taken in the Board should be in the knowledge of the chief executive to ensure proper implementation.

Successful companies assign decision-making authority in ways that effectively link that authority with the knowledge and experience needed to make good decisions. The three organizational elements are fundamentally interdependent. Indeed, they are like the three legs of a stool, they must be designed jointly to ensure that the stool is balanced and functional. A weakness in any one leg can undermine a company's organizational architecture and cause the governance system to fail. Inadequate corporate governance can torpedo even the most brilliant business strategy; managers must structure internal systems that enable a company to achieve its value potential.

According to the study of Crisostomo (2004), total quality management is a quality management concept that is designed towards cutting an organization's defects, to determine its customers' requirements and to satisfy these requirements. It is geared towards the attainment of total customer satisfaction. There are 5 key principles of Totality Quality Management, namely: a) commitment to quality; b) focus on customer satisfaction; c) assessment of organizations culture; d) empowerment of employees and teams; and e) measurement of quality efforts.

RESEARCH METHODS AND PROCEDURES

This chapter provides an implication and description of research design with some components of methods of research, sample frame of respondents, population frame and methods of selection, validation, evaluation and scoring, administration and the different statistical methods and techniques used in analyses of data.

Method of Research

The researcher will utilize the descriptive survey method of research to attain the purposes of the study. The method is viable for the present research since it is status trend and deals with prevailing characteristics of a group of people, specifically, the level of competitiveness and its influence to the mindset of the selected executives. Descriptive research includes all those studies that support present facts, concerning the nature and status of anything, a group of person, a number of objects, a set of conditions, a class of events, a system of thoughts or elements or interpretation of meaning or significance of what is described (Calderon, 1993).

The researcher will adopt a descriptive method of collecting data. Primary data will be taken from interviews and personal experience and observations. Secondary data will be derived from the magazines, books, articles, internet and other related publications. Also two (2) descriptive researches will be considered. First, the descriptive status design is used as the mean tool of the researcher in determining the moral status culture of the company and the lifestyle of selected call center executives. Second, the correlational survey which is used to determine the relationship of the two (2) variables in this study.

Respondents of the Study

The respondents of this study came from a population frame of 193 selected call center bank executives of HSBC particularly

in the US Metris Account Department. A random sample of the employees is determined by the use of the Slovin's formula and the Table of Random Numbers.

Through the Slovin's formula, the 130 bank executives constituted the sample frame, which is 67.36 percent of the population frame.

In this portion of this research report, a profile of the employees will be discussed in terms of their resourcefulness, self-fulfillment and achievements for the month of February 2017.

Sources of Data and Instrumentation

The researcher utilized direct data obtained from the validated instrument constructed by the researcher to elicit information on the influence of competitiveness to the mindset of the bank executive employees of HSBC. These data are gathered through three sets of researcher-made questionnaires.

Personal Data Sheet. Appendix A shows a copy of the questionnaire entitled: *Personal Data Sheet*. This tool was used to elicit profile of the respondents which include age, gender, civil status, highest educational attainment, and length of service.

Competitiveness Questionnaire. Appendix B shows a copy of the questionnaire constructed by the researcher which seeks and elicits personal information of the selected bank executive employees in terms of its fast pacing and innovative competitiveness in the workplace.

Employees' Mindset Questionnaire. Appendix C shows a copy of the questionnaire entitled "Employees' Mindset Questionnaire" which is prepared by the researcher. It seeks to determine the assessment of respondents on the possible mindset of employees which is influenced by the

competitiveness in the workplace in terms of the three areas namely: Resourceful, Self-fulfillment, and Achievement.

Evaluation and Scoring

For ease of administration, the options of items in the questionnaire are assigned points within continuum of five as follows:

1. For Competitiveness, the following options are used with following assigned points:

Options	Assigned points
Very High (VH)	5
High (H)	4
Average (A)	3
Low (L)	2
Very low (VL)	1

2. For Employees' Mindset, the following options are assigned the following points:

Options	Assigned Points
Strongly Agree (SA)	5
Agree (A)	4
Doubtful (Do)	3
Disagree (Di)	2
Strongly Disagree (SD)	1

STATISTICAL METHODS EMPLOYED FOR ANALYSIS OF DATA

The researcher used both descriptive and inferential statistics to arrive at logical and valid results:

A. Descriptive Statistics

The following descriptive statistics were used in the study:

1. Percentage. Percentage was used to describe how a portion relates to its whole. It is solved by the formula:

$$P = \frac{F \times 100}{n}$$

Where:

- P = Percentage
- F = Frequency of the respondent answers
- n = Total number of respondents
- 100 = constant

2. Sample size. To determine the considerable strength to be treated to assume the total population, the Slovin formula was used

$$n = \frac{N}{1 + Ne^2}$$

Where:

- n = Sample Size
- N = Total population
- e = margin of error at 5% (standard value of 0.05)
- 1 = constant

3. Arithmetic Mean. This is a measure of central tendency which is used to determine quantitative variables such as length of service.

$$\bar{X} = \frac{\sum X}{N}$$

Where:

- $\sum X$ = the sum of the quantitative variables
- N = the total sample size
- X = the variable

4. Weighted mean. Since the options were assigned points, the best estimates of points or measure of central tendency is the weighted mean approximated by the following formula;

$$W(m) = \frac{\sum fx}{\sum f}$$

- Where: W(m) = the weighted mean
- f = the frequency
- x = the variable

5. Standard deviation. To describe homogeneity or heterogeneity of variables or responses, the standard deviation was used, solved by the formula:

$$sd = \sqrt{\frac{\sum(x - \bar{x})^2}{n - 1}}$$

where: x = the variable
n = sample size

6. Ranking. In order to give proper interpretation after weighted means were given verbal interpretation, they were ranked according to the size of their magnitudes from the highest to the lowest to determine importance of their position relative to other items.

7. Pearson r Correlation Coefficient. To know how the variation of a predictor shows on a criterion measure and the influence of a variable on one another, the Pearson r correlation coefficient or relationship is used. It is determined by the product-moment formula:

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}}$$

Where:

Y = the dependent variable
X = the independent variable

The two pieces of information a Pearson r correlation coefficient gives:

- 1) Amount of relationship and
- 2) Direction of relationship when it is positive or negative. The amount of relationship is given by the arbitrary values below (Adanza, 2013).

Value	Interpretation
±0.00 - ±0.200	Present but slight
±0.200 - ±0.300	Negligible
±0.300 - ±0.400	Low
±0.400 - ±0.500	Marked and Substantial
±0.500 - ±0.700	High Relationship
±0.700 - ±0.900	Very High Relationship
±1.00	Perfect Relationship

B. Inferential Statistics

The study involves only analysis of relationship; hence, t-test statistical method is employed. This is for testing significance of a Pearson r correlation coefficient. Since a Pearson r correlation coefficient is descriptive, it is tested for significance by a t-test, the null hypothesis asserting it is significantly zero and an alternative non-directional hypothesis.

There are two levels of significance used for testing the hypothesis; the 0.5 and .01 levels to denote significance or very significant relationship.

1. **t - test.** It is tested for significance by a t-test, with the formula:

$$t = r \sqrt{n-2} / \sqrt{1-r^2}$$

Where: r = the computed Pearson r Correlation Coefficient
n = the number of pairs

The t-test uses a null hypothesis in the form:

$$H_0: P=0$$

Against a non-direction alternative hypothesis in the form:

$$H_1 P=0$$

RESULTS AND DISCUSSION

This section discusses the results obtained from the survey.

Demographic Profile of the teacher- Respondents

The purpose of the study is to find out the relationship of THE INFLUENCE OF HSBC COMPETITIVENESS TO THE MINDSET OF ITS SELECTED EXECUTIVES.

Age

Table 1 shows the frequency and Percentage distribution of respondents, descriptive statistics was used through the computation.

Table 1: Frequency and Percentage of Respondents according to Age

Age	Frequency	Percentage
31-40	45	34.62%
21-30	68	52.31%
20 and below	17	13.07%
Total	130	100%

Table 1 shows the summary on the frequency and percentage distribution of respondents according to age. It can be seen from the table that, forty five (45) out of one hundred thirty (130) respondents obtained a total of 34.62 percent belongs to the grouped of 31-40 years old, while sixty eight (68) out of one hundred thirty (130) respondents obtained a total of 52.31 percent belongs to the grouped of 21-30 years old, and the last is seventeen (17) out of one hundred thirty (130) respondents obtained a total of 13.07 percent belongs to the grouped of 20 and below years old. This means that majority of the respondents belongs to the grouped of 21-30 years old, which also means that many call center agents whether at the top position were young and energetic to their career.

Gender

Table 2 shows the frequency and percentage distribution of the call center bank executive's employees' gender

Table 2: Frequency and Percentage Distribution of Respondents according to Gender

Gender	Frequency	Percentage
Male	56	43.08%
Female	74	56.92%
Total	130	100%

Table 2 shows the summary of the frequency and percentage distribution of respondents according to gender. It can be seen from the table, call center bank executives respondents in terms of their gender obtained fifty six (56) or 43.08 percent of the total populations were male, and seventy four (74) or 56.92 percent of the total respondents were female. Since the findings revealed that majority of the call center bank executive's employees' gender-respondents were female.

Civil Status

Table 3 shows the frequency and percentage distribution of the respondent's civil status

Table 3: Frequency and Percentage Distribution of Respondents according to Civil Status

Civil Status	Frequency	Percentage
Single	75	57.69%
Married	40	30.77%
Single parent	12	9.23%
Widower	1	0.77%
Separated	2	1.54%
Total	130	100%

Table 3 shows the summary of the frequency and percentage distribution of respondents according to civil status. It can be seen from the table that, call center bank executives-respondents in terms of their civil status obtained seventy five (75) or 57.69 percent of the total population were single, while forty (40) or 30.77 percent of the total call center bank executives -respondents were married, then twelve (12) or 9.23 percent of the total call center bank executives -respondents were single parent, next is one (1) or 4.35 percent of the total call center bank executives -respondents were widower, and only two (2) or 1.54 percent of the call center bank executives -respondents were separated. Since the findings revealed that majority of the call center bank executives -respondents were married, which also means that call center bank executives

most of them are married maybe because they want to change the notion that call center bank executives had no time for love life and they are devoted to their profession.

Highest Educational Attainment

Table 4 shows the frequency and percentage distribution of the teacher-respondents highest educational attainment

Table 4: Frequency and Percentage Distribution of the Respondents according to Highest Educational Attainment

Highest Educational Attainment	Frequency	Percentage
High school graduate	12	9.23%
Vocational graduate	35	26.92%
College graduate	67	51.54%
Masteral graduate	16	12.31%
Total	130	100%

Table 4 shows the summary of Frequency and Percentage Distribution of the call center bank executives -respondents Highest Educational Attainment. It can be seen from the table, twelve (12) of the total population of the call center bank executives -respondents obtained a total frequency of 9.23 percent were High school graduate, while thirty five (35) of the total population of the call center bank executives -respondents obtained a total frequency of 26.92 percent were Vocational graduate, then sixty seven (67) of the total population of the call center bank executives -respondents obtained a total frequency of 51.54 percent were College graduate, and sixteen (16) of the total population of the call center bank executives -respondents obtained a total frequency of 12.31 percent were Masteral graduate. This means that majority of the call center bank executives -respondents were college graduate, which also means that some of the call center now a days the required qualification for call center agent consider college graduate.

Length of Service

Table 5 shows the frequency and Percentage Distribution of the call center bank executives -respondents length of service

Table 5: Frequency and Percentage Distribution of the call center bank executives -respondents according to length of service

Length of service	Frequency	Percentage
5.1 and above	45	34.62%
4.1 -5.0 years	56	43.08%
3.1-4.0 years	13	10%
2.1-3.0 years	10	7.69%
2.0 years and below	6	4.61%
Total	130	100%

Table 5 shows the summary of Frequency and Percentage Distribution of the call center bank executives -respondents Length of service. It can be seen from the table that call center bank executives -respondents obtained the total frequency of forty five (45) with corresponding 34.62 percent were belong to the grouped of 5.1 and above years in terms of length of service, while fifty six (56) or 43.08 percent were belong to the grouped of 4.1-5.0 years in terms of length of service, then thirteen (13) or 10.0 percent were belong to the grouped of 3.1-4.0 years in terms of length of service, ten (10) or 7.69 percent were belong to the grouped of 2.1-3.0 years in terms of length of service, and the last which is six (6) or 4.61 percent were belong to the grouped of 2.0 years and below in terms of length of service. This means that majority of the call center bank executives -respondents belong to the grouped of 4.1-5.0 years in terms of length of service.

FAST PACING. Table 6 shows the responses of the call center bank executives that reflect fast facing.

Table 6: Weighted Mean and Verbal Interpretation of the Respondents according to Fast Pacing

Items	Weighted mean	Std. Dev.	Verbal Interpretation	Ranks
1. Capable of making urgent decisions that arise from day to day.	5.0	.91412	VH	1.5
2. Appreciate the needs for structure in an organization	4.85	.85577	VH	3
3. Participate in a global/international competition.	5.0	.91412	VH	1.5
4. Very particular in terms of promotion.	4.84	.87390	VH	4
5. Particular to awards, recognitions and salary augmentation.	4.42	.85148	VH	5
Average Weighted mean	4.82	.88980	VH	
Legend: VH-Very High				

Table 6 shows the summary on the information on the fast facing of call center bank executives-respondents. It can be seen from the table that, item number one obtained a total weighted mean=5.0 with the descriptive verbal interpretation of “Very High” and found the item capable of making urgent decisions that arise from day to day. For the third item that participate in a global/international competition and obtained a total weighted mean=5.0 the same as the item number one with verbal interpretation of “Very High”. For the third item, the call center bank executive-respondents obtained the weighted mean=4.85 which mean that appreciate the needs for structure in an organization. An overall weighted mean of 4.82 asserts that as a whole, they have very high fast facing. Executives are expected to realize the primary goals of business: profit maximization and cost of expenses minimization. Executives are also challenged to be capable of diagnosing the fast facing and results of operation as a consequence of this symptoms, they are expected to provide an accurate prescription whether to retain or discard a particular segment of the organization.

INNOVATIVE. Table 7 shows the responses of the call center bank executives-respondents that measures the company policies, responsibilities and team work.

Table 7: Weighted Mean and Verbal Interpretation of the Respondents according to Innovative

Items	Weighted mean	Std. Dev.	Verbal Interpretation	Ranks
1. Tend to prefer solutions that are not risky and that have proven effective in the past.	1.69	.61324	VL	4
2. Tend to prefer a methodical planned approach and how specific plan for how things are going to be done.	1.68	.60908	VL	5
3. Job responsibilities should be defined so that everybody knows just is expected.	5.0	.91412	VH	1.5
4. Promote the benefits of teamwork and to involve the team on how things will do.	5.0	.91412	VH	1.5
5. Willingness to conform to company policies without feeling any loss of personal freedom.	2.46	.72479	L	3
Average Weighted mean	3.17	.57694	A	

Legend: VH-Very High, L-Low, VL-Very Low

Table 7 shows the summary on the information on the innovative of the call center bank executives-respondents. It can be seen from the table that, items number three and four obtained a total ($x=5.0$) with the descriptive verbal interpretation of “Very High” such responses are indicated that job responsibilities should be defined so that everybody knows just is expected and promote the benefits of teamwork and to involve the team on how things will do. The fifth item revealed that willingness to conform to company policies without feeling any loss of personal freedom($x=2.46$). Moreover, tend to prefer

solutions that are not risky and that have proven effective in the past (x=1.69). That is precisely the reason tend to prefer a methodical planned approach and how specific plan for how things are going to be done (x=1.68).

An overall weighted mean of 3.49 reveals that the call center respondents recognize that attracting and developing the best executive talent is a continual, institutional priority, no matter what the economic environment. It would seem that if not for the responses, they have that determining the sequence the transfer of knowledge is more conflicting the strategies when there is failure.

RESOURCEFUL. Table 8 shows the responses of the call center bank executives-respondents that measure the kind of leadership, particularly on manager/supervisor undertakings and keeping lines of communication open.

Table 8: Weighted Mean and Verbal Interpretation of Respondents according to Resourceful

Items	Weighted mean	Std. dev.	Verbal Interpretation	Ranks
1. Tend to be aware of the necessity for keeping lines of communication open.	5.0	.91412	SA	1.5
2. Prefer good relations and maintain friendly contact.	4.85	.85577	SA	4
3. Be in-charge and to be the leader.	4.84	.87390	SA	5
4. Approach the manager/supervisor to be willingness in any undertakings.	5.0	.91412	SA	1.5
5. Utilized situations with tangible data.	4.92	.84562	SA	3
Average Weighted mean	4.92	.84562	SA	

Legend: SA-Strongly Agree

Table 8 shows the summary on the information on the resourceful of the call center bank executives-respondents, out

fall in one category “Strongly Agree”. It can be seen from the table that, items number one and four obtained a total ($x=5.0$) with the descriptive verbal interpretation of “Strongly Agree” such responses are indicated that tend to be aware of the necessity for keeping lines of communication open and approach the manager/supervisor to be willingness in any undertakings. The fifth item revealed that Utilized situations with tangible data. ($x=4.92$). Moreover, prefer good relations and maintain friendly contact ($x=4.85$). That is precisely the reason tend to be in-charge and to be the leader ($x=4.84$).

An overall weighted mean of 4.92 with the descriptive verbal interpretation of “Strongly Agree” reveals that the call center respondents recognize that once a company possesses such sources and knows how to transfer them into a competitive advantage it can reasonably expect to be successful.

SELF-FULFILLMENT. Table 9 shows the responses of the call center bank executives-respondents reflecting good relations; people oriented, and guarded optimism.

Table 9: Weighted Mean and Verbal Interpretation of Respondents according to self-fulfillment

Items	Weighted mean	Std. dev.	Verbal Interpretation	Ranks
1. Poster good relations across departments.	4.98	.91412	SA	3
2. Performing the job and including a “to do “list.	2.02	.76573	D	5
3. People-oriented and participate with others.	4.96	.93190	SA	4
4. Tending to be a good follower.	4.99	.92345	SA	2
5. Typically express guarded optimism and trust.	5.0	.91412	SA	1
Average Weighted mean	4.39	.87651	SA	

Legend: SA-Strongly Agree, D-Disagree

Table 9 shows the summary on the information on the self-fulfillment of the call center bank executives-respondents, out fall in two categories “Strongly Agree” and “Disagree”. It can be seen from the table that, item number five obtained a total (x=5.0) with the descriptive verbal interpretation of “Strongly Agree” such responses are indicated that tend to typically express guarded optimism and trust. The fourth item revealed that tending to be a good follower (x=4.99). Moreover, poster good relations across departments (x=4.98). However, in spite of people-oriented and participate with others (x=4.96). An overall weighted mean of 4.39 reveals that the call center respondents recognize on the assumption that a competitive advantage is proactively created by companies through their accumulation of self-fulfillment, resources, capabilities and knowledge.

ACHIEVEMENT. Table 10 shows the responses of the call center bank executives-respondents reflecting innovative solutions, good relationship to all subordinates, communication and logical deduction.

Table 10. Weighted Mean and Verbal Interpretation of Respondents according to Achievement

Items	Weighted mean	Std. dev.	Verbal Interpretation	Ranks
1. Consistently indicate objective judgment and logical deduction.	4.54	.85412	SA	4
2. Apply innovative solutions in any work.	4.58	.86573	SA	3
3. Promote democratic supervision toward others.	4.78	.83190	SA	2
4. Keep more contacts and good relationship to all subordinates.	4.19	.87345	A	5
5. Discuss the flow of communication within the restriction area.	5.0	.91412	SA	1
Average Weighted mean	4.62	.82651	SA	

Legend: SA-Strongly Agree, A-Agree

Table 10 shows the summary on the information on the achievement of the call center bank executives-respondents, out fall two categories “Strongly Agree” and “Agree”. It can be seen from the table that, item number five obtained a total ($x=5.0$) with the descriptive verbal interpretation of “Strongly Agree” such responses are indicated that tend to discuss the flow of communication within the restriction area. The third item revealed that promote democratic supervision toward others ($x=4.78$). Moreover, apply innovative solutions in any work ($x=4.58$). However, keep more contacts and good relationship to all subordinates ($x=4.19$).

An overall weighted mean of 4.62 reveals that the call center respondents gaining a decided advantage over the competition starts with attracting the right talent to the organization. Indeed, supervisors are not allowed to make the appraisals, their authority and control over their subordinates could be diminished.

Table 11: Weighted Mean and Verbal Interpretation of Respondents according to Level of Extent

Indicators	Weighted mean	Std. dev.	Verbal Interpretation	Ranks
1. Fast Pacing	4.82	.88980	VH	2
2. Innovative	3.17	.57694	A	5
3. Resourceful	4.92	.84562	SA	1
4. Self-fulfillment	4.39	.87651	SA	4
5. Achievement	4.62	.82651	SA	3
Average Weighted mean	4.38	.87876	SA	

Legend: SA-Strongly Agree, VH-Very High, A-Agree

Table 11 shows the summary of the five indicators according to level of extent. It can be seen from the table that indicator three (Resourceful) obtained the total of ($x=4.92$) with the descriptive verbal interpretation of “Strongly Agree” and ranked one (1), while indicator one (Fast facing) obtained the total of ($x=4.82$) with the descriptive interpretation of “Very High” and ranked two (2), then indicator five (Achievement) obtained the total of

($x=4.62$) with the descriptive verbal interpretation of “Strongly Agree” and ranked three (3), followed by indicator four (Self-fulfillment) obtained the total of ($x=4.39$) with the descriptive interpretation of “Strongly Agree” and ranked four (4), and the last indicator is (Innovative) obtained the total of ($x=3.17$) with descriptive verbal interpretation of “Agree” and ranked five (5). This means that majority of the call center bank executives were answered “Very High” and “Strongly Agree” pertaining to the five indicators namely: Fast facing, Innovative, Resourceful, Self-fulfillment, and achievement.

Table 12: Summary of Pearson r with T-test

	Independent variables	Dependent variables	Pearson r	Degrees of freedom	Level of significance	T-value
Mean	7.557	6.345	0.8325	129	$P>0.05$	5.634
SD	3.4325	2.6753				

Table 12 shows the summary of Pearson r with T-test. The results show that the degree of relationship existing between the independent variables and dependent variables is very high positive correlation, using the range of values for the interpretation of the Pearson r. Since the sign of the obtained r is positive, a direct relationship is present. While, t-test results show that reject the Null hypothesis (H_0) and accept the alternative hypothesis (H_1) since the value of $T=5.634$ is greater than the value of Critical value= 2.89at 0.05 level of significance with 129 degrees of freedom, the research hypothesis which means that there is a significant relationship between the independent variables and dependent variables.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions, and recommendations based on the conclusions.

Summary of Findings

Based from the data gathered the following significant findings were disclosed:

1. Demographic profile

The demographic profiles of the call center bank executives-respondents were obtained through their age, gender, civil status, highest educational attainment and length of service. 1.1 forty five (45) out of one hundred thirty (130) respondents obtained a total of 34.62 percent belongs to the grouped of 31-40 years old, while sixty eight (68) out of one hundred thirty (130) respondents obtained a total of 52.31 percent belongs to the grouped of 21-30 years old, and the last is seventeen (17) out of one hundred thirty (130) respondents obtained a total of 13.07 percent belongs to the grouped of 20 and below years old.

1.2 genders obtained fifty six (56) or 43.08 percent of the total populations were male, and seventy four (74) or 56.92 percent of the total respondents were female.

1.3 call center bank executives- respondents in terms of their civil status obtained seventy five (75) or 57.69 percent of the total population were single, while forty (40) or 30.77 percent of the total call center bank executives -respondents were married, then twelve (12) or 9.23 percent of the total call center bank executives -respondents were single parent, next is one (1) or 4.35 percent of the total call center bank executives -respondents were widower, and only two (2) or 1.54 percent of the call center bank executives -respondents were separated.

1.4 call center bank executives -respondents obtained a total frequency of 9.23 percent were High school graduate, while thirty five (35) of the total population of the call center bank executives -respondents obtained a total frequency of 26.92 percent were Vocational graduate, then sixty seven (67) of the total population of the call center bank executives -respondents obtained a total frequency of 51.54 percent were College graduate, and sixteen (16) of the total population of the

call center bank executives -respondents obtained a total frequency of 12.31 percent were Masteral graduate.

1.5 obtained the total frequency of forty five (45) with corresponding 34.62 percent were belong to the grouped of 5.1 and above years in terms of length of service, while fifty six (56) or 43.08 percent were belong to the grouped of 4.1-5.0 years in terms of length of service, then thirteen (13) or 10.0 percent were belong to the grouped of 3.1-4.0 years in terms of length of service, ten (10) or 7.69 percent were belong to the grouped of 2.1-3.0 years in terms of length of service, and the last which is six (6) or 4.61 percent were belong to the grouped of 2.0 years and below in terms of length of service.

2.0 Respondents' perceptions on the HSBC's competitiveness in terms of the following variables:

2.1 FAST FACING

Item number one obtained a total weighted mean=5.0 with the descriptive verbal interpretation of "Very High" and found the item capable of making urgent decisions that arise from day to day. For the third item that participate in a global/international competition and obtained a total weighted mean=5.0 the same as the item number one with verbal interpretation of "Very High". For the third item, the call center bank executive-respondents obtained the weighted mean=4.85, which mean that, appreciate the needs for structure in an organization.

2.2 INNOVATIVE

Items number three and four obtained a total (\bar{x} =5.0) with the descriptive verbal interpretation of "Very High" such responses are indicated that job responsibilities should be defined so that everybody knows just is expected and promote the benefits of teamwork and to involve the team on how things will do. The fifth item revealed that willingness to conform to company policies without feeling any loss of personal freedom(\bar{x} =2.46).

Moreover, tend to prefer solutions that are not risky and that have proven effective in the past ($x=1.69$). That is precisely the reason tend to prefer a methodical planned approach and how specific plan for how things are going to be done ($x=1.68$).

3.0 Indicators of HSBC competitiveness influence the mindset of its selected executives:

3.1 Resourceful

Items number one and four obtained a total ($x=5.0$) with the descriptive verbal interpretation of “Strongly Agree” such responses are indicated that tend to be aware of the necessity for keeping lines of communication open and approach the manager/supervisor to be willingness in any undertakings. The fifth item revealed that Utilized situations with tangible data. ($x=4.92$). Moreover, prefer good relations and maintain friendly contact ($x=4.85$). That is precisely the reason tend to be in-charge and to be the leader ($x=4.84$).

3.2 Self-fulfillment

Out fall in two categories, “Strongly Agree” and “Disagree”. It can be seen from the table that, item number five obtained a total ($x=5.0$) with the descriptive verbal interpretation of “Strongly Agree” such responses are indicated that tend to typically express guarded optimism and trust. The fourth item revealed that tending to be a good follower ($x=4.99$). Moreover, poster good relations across departments ($x=4.98$). However, in spite of people-oriented and participate with others ($x=4.96$).

3.3 Achievement

Item number five obtained a total ($x=5.0$) with the descriptive verbal interpretation of “Strongly Agree” such responses are indicated that tend to discuss the flow of communication within the restriction area. The third item revealed that promote democratic supervision toward others ($x=4.78$). Moreover, apply

innovative solutions in any work ($x=4.58$). However, keep more contacts and good relationship to all subordinates ($x=4.19$).

3.4 Level of Extent

Indicator three (Resourceful) obtained the total of ($x=4.92$) with the descriptive verbal interpretation of “Strongly Agree” and ranked one (1), while indicator one (Fast facing) obtained the total of ($x=4.82$) with the descriptive interpretation of “Very High” and ranked two (2), then indicator five (Achievement) obtained the total of ($x=4.62$) with the descriptive verbal interpretation of “Strongly Agree” and ranked three (3), followed by indicator four (Self-fulfillment) obtained the total of ($x=4.39$) with the descriptive interpretation of “Strongly Agree” and ranked four (4), and the last indicator is (Innovative) obtained the total of ($x=3.17$) with descriptive verbal interpretation of “Agree” and ranked five (5). This means that majority of the call center bank executives were answered “Very High” and “Strongly Agree” pertaining to the five indicators namely: Fast facing, Innovative, Resourceful, Self-fulfillment, and achievement.

4.0 The summary of the results show that the degree of relationship existing between the independent variables and dependent variables is very high positive correlation, using the range of values for the interpretation of the Pearson r . Since the sign of the obtained r is positive, a direct relationship is present. While, t -test results show that reject the Null hypothesis (H_0) and accept the alternative hypothesis (H_1) since the value of $T=5.634$ is greater than the value of Critical value= 2.89 at 0.05 level of significance with 129 degrees of freedom, the research hypothesis which means that there is a significant relationship between the independent variables and dependent variables.

CONCLUSIONS

Based on the findings revealed in the study, the following conclusions were made:

1.0 Call center bank executives-respondents profile

1.1 The age of the call center bank executives-respondents ranged 20-40 years old, which also means that many call center agents whether at the top position were young and energetic to their career.

1.2 The call center bank executives-respondents were female, which also means

that more than half of the employees were female.

1.3 The call center bank executives-respondents are mostly single.

1.4 There are more college graduate respondents than high school graduate or masteral graduate, which means majority of the call center bank executives were college degree holder.

1.5 The call center bank executives-respondents ranged from 2.0-5.1 years of service.

2.0 Interpretation of the call center bank executives-respondents on the indicators

2.1 Asserts that as a whole, they have “Very High” fast facing. Executives are expected to realize the primary goals of business: profit maximization and cost of expenses minimization. Executives are also challenged to be capable of diagnosing the fast facing and results of operation because of this symptoms, they are expected to provide an accurate prescription whether to retain or discard a particular segment of the organization.

2.2 Revealed that the call center respondents recognize that attracting and developing the best executive talent is a continual, institutional priority, no matter what the economic environment. It would seem that if not for the responses, they

have that determining the sequence the transfer of knowledge is more conflicting the strategies when there is failure.

2.3 Verbal interpretation of “Strongly Agree” reveals that the call center respondents recognize that once a company possesses such sources and knows how to transfer them into a competitive advantage it can reasonably expect to be successful.

2.4 Revealed that the call center respondents recognize on the assumption that a competitive advantage is proactively created by companies through their accumulation of self-fulfillment, resources, capabilities and knowledge.

2.5 Call center respondents gaining a decided advantage over the competition starts with attracting the right talent to the organization. Indeed, supervisors are not allowed to make the appraisals, their authority and control over their subordinates could be diminished.

2.6 There is a significant relationship on the “THE INFLUENCE OF HSBC COMPETITIVENESS TO THE MINDSET OF ITS SELECTED EXECUTIVES” maybe because the five indicators were involved and they are compatible factors that corresponds to become influential.

RECOMMENDATIONS

The following recommendations were made based on the findings of the study:

1. Call center agents must have a good health condition in order to survive in their work area.
2. Adequate and proper motivation for the call center employees so that they feel at home in their job.
3. Manager/supervisor should continue to encourage call center employees to perform their functions effectively with being competent in the four functional areas of management: financial, production, marketing and human resources.
4. Call center companies must provide good benefits so that the employees attain greater performance.

5. Further study should be done to cover other indicators; this may serve as a basis or reference.

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