

Organizational Culture of Real Estate Industry

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Abstract— Proper organizational culture in the real estate industry should be maintained as agents and other human resources in the real estate sector contend with customers. The study described the profile of real estate human resources. It also described the organizational culture of the real estate industry in terms of: ethical, innovative, customer-responsive, and spiritual. A total of 239 real estate human resources (163 males, and 76 females) were surveyed using a questionnaire with Likert-scale responses. Based on the data gathered, it is then concluded that, first, the Real Estate industry is dominated by males. The result for age may indicate that most of the human resources of the real estate industry are in the age of where they are active in work. Second, the organizational culture reveals that there is a weak establishment of the culture of the industry. It possessed the four dimensions but nevertheless because of diverse human resources it may be difficult to identify its dominant culture. Which serves as the image of every organization. Last, in spite of the presence of RA 9646, individuals are not yet aware of its implementing rules and regulations. It projects the traditional selling and buying of properties which sometimes caused problems to stakeholders. Further, in lieu of the foregoing, it is recommended, first, the upcoming presence of the pioneer graduates of BS Real Estate Management must be equipped with the experiences and best practices of the active members of the industry. Second, it is important for the industry to establish a concrete image of the industry that reflects the organizational culture. Out of the diverse identity of the involved practitioners, there must be focal leaders who will guide the upcoming generation of the practitioners. Last, information dissemination for the awareness of RA 9646 for the professionalism of the industry must participate for the benefit of the stakeholders. Implementation and proper monitoring of this law through the authorized group improve the professionalism in the industry.

Keywords— Real Estate, Ethical, Innovative, Customer Responsive, Spiritual.

I. INTRODUCTION

Proper organizational culture in the real estate industry should be maintained as agents and other human resources in the real estate sector contend with customers. In order to accomplish their goals, healthy organizations need to optimize human resources; they need to align their systems and motivate their workers (Santos & Nocum, 2020).

The motivation of real estate agents is positively related to their performance by frequent interactions with clients from a range of cultural backgrounds, over and beyond variables such as age, ethnicity, number of languages spoken, tenure (Chen et al., 2012). Concrete guidelines and policies of the organization are enacted to encourage contracted employees to be driven to work even though they suffer burnout (Santos & De Jesus, 2020).

We should be delaying our own moral critique of real estate agent ethics and, instead, offering moral subjects and climate owners themselves responsibility for moral self-criticism and climate change (Brinkmann, 2009). Also, focusing on defined and key user interface marketing features, an on-line real estate organization that is astutely, strategically and competitively placed can be created (Hamilton & Gunesh, 2003).

In lieu with the foregoing insights, the researcher would like to know and assess the organizational culture of real estate industry and to recommend how the Philippine laws affect the aspects of organizational culture.

CONCEPTUAL FRAMEWORK

Real-estate leaders, particularly top management, need to delineate and share these thoughts with employees about the vision of organizational innovation (Sarathy, 2011).

As several contingent role models, being able to communicate and observe distinct qualifications from many role models, and being self-confident enough to establish their own personal style as real estate agents (Filstad, 2004).

While organizational culture is simply a matter of common principles and behavioral rules that concentrate on high-quality treatment, efficiency and customer-friendly actions, real estate can also support (changing) culture (Van der Zwart, 2011).

OBJECTIVES OF THE STUDY

The study described the profile of the real estate human resources. It also described the organizational culture of real estate industry in terms of: ethical, innovative, customer responsive, and spiritual.

II. METHODOLOGY

The descriptive method of research was used in this study because it involves description, recording, analysis and interpretation of condition that really exists. It is appropriate to use descriptive method in gathering information about the present existing condition (Creswell, 2014). A total of 239 real estate human resources (163 males, and 76 females) were surveyed using a questionnaire with likert-scale responses (Vagias, 2006).

III. RESULTS AND DISCUSSION

Table 1. Profile of the Real Estate Human Resources

VARIABLES	FREQUENCY	PERCENTAGE
Sex		
Male	163	68.00
Female	76	32.00
Total	239	100.00
Age		
20-30	8	3.00
31-40	86	36.00
41-50	84	35.00
Total	239	100.00
<i>Mean:</i>	39.58	
<i>Oldest:</i>	60	
<i>Youngest:</i>	27	
Civil Status		
Single	9	4.00
Married	230	96.00
Total	239	100.00
Educational Attainment		

College Graduate	219	92.00
Master's Degree	20	8.00
Total	239	100.00

Realtor Affiliation

Appraiser	24	10.00
Broker	163	68.00
Broker/Appraiser	38	16.00
Consultant	5	2.00
Consultant/Broker	9	4.00
Total	239	100.00

Length of Years in Service

less than a year	5	2.00
1 to 5 years	138	57.00
6 to 10 years	68	28.00
11 to 15 years	23	10.00
20 years and above	7	3.00
Total	239	100.00

Table 1 shows the profile of the respondents as real state human resources. The respondents of the study were dominated by males with a relative frequency of 68% with only 32% female. Majority of the respondents working in the real estate industry were between 31-40 years old (36%). Oldest respondent from the real estate industry is 60 years old and the youngest is 27 years old. In terms of educational attainment, it was noted that most of the real estate human resources were holding a Bachelor’s degree (92%) and there

are few having master’s degree (8%). Most of the respondents are working as broker (68%), followed by serving as broker and simultaneously as appraiser (38%), appraiser (10%), broker/consultant (4%), and consultant (2%). For the length of service in the real estate industry, it was noted in this study that most of the persons involved are already within one to five years in the business, as reflected by 57% of the respondents.

Table 2. Ethical Culture of Real Estate Industry

Statements	Mean	Interpretation
1. Real Estate Practitioners are visible role model in their work	3.77	Strongly Agree
2. Real Estate Practitioners communicate ethical expectations	3.92	Strongly Agree
3. Real Estate practices provide ethics training	3.54	Strongly Agree

4. Real Estate practice visible reward ethical acts and punish	3.03	Agree
5. Real Estate practices have protective mechanism which ethical dilemmas are discussed and reported without any fear	3.71	Strongly Agree
Average weighted mean	3.59	Strongly Agree

The organizational culture is an important factor to consider in a real estate industry. As reflected in Table 2, results revealed that real estate practitioners communicate ethical expectations as the most important ethical culture in the industry according to the respondents with a mean of 3.92 with strongly agree verbal interpretation. Based from this result the industry prioritizes the implementation of RESA Law of 2009 with its Implementing Rules and Regulations (IRR). As well as it implies the value on equal distribution on any incentives or

commission they can earn from their professional practices. While, in practicing of visible reward acts and punish obtained the lowest mean of 3.03 which indicates that the practitioners do not agree or after for the reward and punishment they can get from having an excellent or worst acts they have done in their job. Since the main source of income is through professional fee as consultant, broker or appraiser, incentives varies of the type and complexity of the project.

Table 3. Innovative Culture of Real Estate Industry

Statements	Mean	Interpretation
1. Real Estate practitioners are motivated and committed to long term goals and success of the organization	3.63	Strongly Agree
2. Real Estate practitioners can independently define their work and take initiative in their day to day work.	3.77	Strongly Agree
3. Real Estate practitioners have the amount of time to elaborate new ideas before taking actions	3.78	Strongly Agree
4. Real Estate practices the degree to which individuals make decisions and resolve issues based on the good of organization versus personal interest	3.73	Strongly Agree
5. Real Estate practitioners can tolerate uncertainty and ambiguity and whether they are rewarded for taking risks	3.63	Strongly Agree
Average weighted mean	3.71	Strongly Agree

In terms of innovative practices, the real estate practitioners strongly agree that most have the amount of time to elaborate new ideas before taking actions as reflected by a mean of 3.78 with a strongly agree verbal interpretation. This may imply that human resources in the real estate industry are taking in consideration the contributions of new ideas and their reliability before these ideas are adopted in the working place. Giving an ample time for the prospective client with a lot of negotiation skills is involved during transactions. Other

innovative practices such as “motivated and committed to long term goals and success of the organization” and “tolerate uncertainty and ambiguity and whether they are rewarded for taking risks” both obtained a mean of 3.63 showing that practitioners are really devoted to their job to reach the peak of their company’s goals even though they are not sure of what actions they have to make but still willing to take the risks for a reward or get nothing. It also reflects a weak bond in the industry because realtors still work independently.

Table 4. Customer Responsive Culture Of Real Estate Industry

Statements	Mean	Interpretation
1. Real Estate practice train customer service people which continuously improve product knowledge active listening, patience and displaying emotions	3.66	Strongly Agree
2. Real Estate socializes new service-contact people to organization's goals and values	3.57	Strongly Agree
3. Real Estate practices design customer-service job so that employees have as much control as necessary to satisfy customers	3.64	Strongly Agree
4. Real Estate practice empower service contact employees with the discretion to make day to day decisions on job related activities	3.57	Strongly Agree
5. In real estate, the leaders convey customer-focused vision and demonstrate through decisions on job-related activities.	3.60	Strongly Agree
Average weighted mean	3.61	Strongly Agree

In terms of Customer-responsive practices, real estate industry also practiced training customer-service people which continuously improve product knowledge active listening, patience and displaying emotions having a mean of 3.66 with a Strongly agree verbal interpretation. This may suggest that the industry teaches people to be better real estate agents by offering training on the things that matter: business planning, tips on how to make listing presentations, handle objections, and other sales and marketing ideas. This may indicate also that the industry is considering the emotional state of its human resources and eliminate the stresses brought about by handling different circumstances and performing duties beyond working hours, the company provide trainings. Specifically, for realtors who handle sales agents. Aside from

the practices previously stated, the real estate also practicing the following to improve the ability of its human resources particularly in responding to customers' inquiries and needs: practices design customer-service job so that employees have as much control as necessary to satisfy customers with a mean 3.57; and the leaders convey customer-focused vision and demonstrate through decisions on job-related activities with same mean and a strongly agree verbal equivalent was also noted for these practices implying that the industry is willing to explore different ways in order to improve and enhance their customer services. The industry need to nurture their clients through the different services it caters with a diverse group of potential clients.

Table 5. Spiritual Culture Of Real Estate Industry

Statements	Mean	Interpretation
1. Real Estate practitioners seek meaning and purpose in their work	3.79	Strongly Agree
2. Real estate practitioners desire to connect with other human beings and be part of the community	3.07	Strongly Agree
3. In real estate, employees are looking for ways to counterbalance stresses and pressure of a turbulent pace of life	3.69	Strongly Agree
4. Real Estate practitioners are looking for involvement and connection	3.89	Strongly Agree
5. Real estate practices desire to integrate their personal life values with their professional lives	3.26	Strongly Agree
Average weighted mean	3.54	Strongly Agree

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The result of the study also showed positive responses from the respondents in terms of their spiritual culture. Practitioners are looking for involvement and connections with a mean of 3.89, which obviously describes the nature of work. This serves as an opportunity to meet prospective clients and eventually in closing a deal. Real estate practices desire to integrate their personal life values with their professional lives and desire to connect with other human beings and be part of the community has a mean of 3.07 with an agree verbal equivalence. Having a property listing is important in the industry which requires practitioners to take on site visit. This reflects a busy and dynamic schedule so the involvement in the community is set aside.

IV. CONCLUSIONS AND RECOMMENDATIONS

Based on the data gathered, it is then concluded that, first, Real Estate industry is dominated by male. The result for age may indicate that most of the human resources of the real estate industry are in the age of where they are active in work. Second, the organizational culture reveals that there is a weak establishment on the culture of the industry. It possessed the four dimensions but nevertheless because of diverse human resources it may be difficult to identify its dominant culture. Which serves as the image of every organization. Last, in spite of the presence of RA 9646, individuals are not yet aware of its implementing rules and regulations. It projects the traditional selling and buying of properties which sometimes caused problems to stakeholders.

Further, in lieu of the forgoing, it is recommended, first, the upcoming presence of the pioneer graduates of BS Real Estate Management must be equipped with the experiences and best practices of the active members of the industry. Second, It is important for the industry to establish a concrete image of the industry which reflects the organizational culture. Out of diverse identity of the involved practitioners there must be focal leaders who will guide the upcoming generation of the practitioners. Last, information dissemination for the awareness of RA 9646 for the professionalism of the industry must be participated for the benefit of the stakeholders. Implementation and proper monitoring of this law through authorized group improve the professionalism in the industry.

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