

A STUDY ON THE CULTURAL APPLICABILITY OF
PARTICIPATIVE MANAGEMENT IN THE PHILIPPINES

In Partial Fulfillment of the Course
Organizational Communication 199.1
(Communication Research)

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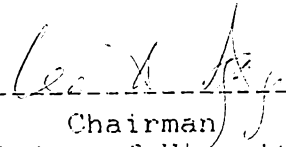
APPROVAL SHEET

This thesis entitled "A Study on the Cultural Applicability of Participative Management in the Philippines", was presented by Gladys L. Rodriguez in partial fulfillment of the requirements for the degree of Bachelor of Arts in Organizational Communication and is hereby accepted.

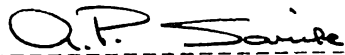


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CHAPTER 1

INTRODUCTION

The Concept of Participative Management

Most management concepts and principles practiced in the Philippines today are actually developed in the West. One of these is participative management. It has evolved from the concept of "industrial democracy which refers to the idea of control by most or all of the members of the organization, rather than by autocratic domination from the top of the organization" (McFarland, 1979: p. 532). In the course of history, the concept of industrial democracy changed. At some time, it meant "full workers' control over industry, at another time, collective bargaining, and, more recently, it has come to mean a system whereby workers participate or are consulted in managerial decisions" (Graves, 1970: p. 95).

In management and in organizations, participative management means "consultation with followers, bringing them in on problems and influencing decisions so that groups act as social units in work performance" (Davis, 1982: p. 151). For Filipinos, the nature of participation very much appeals to ideals of democracy because under this system, members of the organization are permitted or even encouraged to have a voice in decision-making. In classified advertisements, companies would specify participation as the management style practiced by them in order to attract applicants.

Because of its unquestionably democratic nature, participative management's popularity is increasing, and a growing number of companies are adopting it.

But is participative management not overrated? Is it possible that participative management may not work in all organizations that adopt it primarily because organizations, unique as they are, have different needs and different systems or methods to choose from and employ in order to meet such needs? This query is strengthened by the model of leadership advanced by Fiedler and his associates, which states that the most appropriate leadership or management style depends on the situation in which the leader works. This is the "contingency" or "situational" model of leadership (Davis, 1982: p. 139). Clearly, a leader's effectiveness is a consequence, among other things, of the appropriateness of the management style he chooses to adopt.

In consonance with Fiedler's contingency model of leadership, Robert Tannenbaun and Warrent Schmidt have identified three major situational forces that affect the exercise of leadership. These are: organizational situation, the nature of the work force, and the leader's own preferred or natural style (Scanlan and Keys, 1976: pp. 232-233). Upholding Fiedler's concept of the situational or contingent nature of practicing management styles, a question arises as to the cultural applicability of

participative management in the Philippines as a western-originated practice.

One reason for raising this question is that it is a known fact that not everyone who is given the right to influence and have a say in decision-making will actually grab at the opportunity to do so. Behavior is culture-based. Insofar as human behavior is affected by the social context in which people are raised, particular individuals are also culture-bound to observe the values and norms in their respective societies which make them distinct from other groups. This applies even to organizational behavior and is evident in the organizational climate. Organizational climate as defined by Davis is "the human environment within which an organization's employees do their work" (Davis, 1982: p. 104). Most of the time, climate will influence the behavior of people in the organization in one way or another. If there are values and norms in a particular society, there are also expectations on the organizational man with regard to what action will lead to what consequence or consequences.

According to Church, an anthropologist, motivation and work habits take place within a context of differential world views, socio-economic realities, conception of time, social and familial pressures and value hierarchies, to mention only a few factors (1986: p. 66). Linking this statement to Philippine organizational setting wherein

participation in decision-making is a foreign concept, there may not be a substantial basis for the eagerness of companies to practise it as a management style. It is possible that certain Filipino values may make the practice of participative management ineffective in the Philippine context, say for instance, the values of "pakikisama", deference to authority and Filipino concept of time. In lieu of its democratic appeal to organizational men, managements might have overlooked cultural differences in considering the appropriateness of the participative leadership style in Philippine organizations.

1.2 Communication In Participation

The effectiveness of an organization is measured by how rational decisions are arrived at by utilizing the volume and quality of information available to that organization, and its means of transmitting it throughout the network where such decisions are made (Pfiffner, 1960: p. 137). Information then is very important because it is upon the information known to the decision-makers that decisions are arrived at. Through information-sharing, management can expect an inflow of ideas, opinions and suggestions even from non-decision-making groups and by doing so, tap resources necessary in attaining organizational objectives.

All organization phenomena leading to the achievement of corporate goals are expressed through communication. So in the case of participative management wherein employee

influence in decision-making is encouraged, there is greater upward communication compared to more authoritarian leadership. This results when management realizes that workers have something worthwhile to contribute to the growth of the organization because they are the ones directly involved in its basic operations even if they are at the bottom of the hierarchy. Such information contributes toward a dynamic communication system as communicative inputs.

Organizational communication, according to Goodall, is an evolutionary, culturally-dependent process of sharing information and creating relationships in environments designed for manageable, cooperative, and goal-oriented behavior (1986: p. 12). Applying this definition to participative management, it is easy to see how communication within this set-up builds relationships in work environments since in a participative environment, a great deal of interaction takes place between superiors and subordinates. Because the upward flow of communication becomes a free line in voicing out ideas and opinions, participation turns out to be a pleasant social experience for the members of the organization. It also gives them a feeling of belongingness and pride in the knowledge that they are an integral and important part of the organization. Also, involving employees in events or changes in procedure, personnel or policy tends to have a therapeutic

effect on them. |It allows individuals to know where they stand and dispels rumor mongering which is said to be an indication of uncertainty (Pfiffner, 1960: p.139). In short, because formal lines of communication are open under such arrangement, members of the organization can minimize the use of the informal network or the grapevine. And since people do not resort to grapevine which usually carries incomplete information and rarely gives the whole truth (Davis, 1982: p. 338), the probability of having misunderstandings is substantially lessened.

CHAPTER 2

CONCEPTUAL FRAMEWORK

According to Davis, one main issue against participative management concerns an employee's right not to participate. There is no conclusive evidence that participation is desired by everybody, he says. People are all different and their differences are influenced partly by distinct cultural expectations. There is evidence to say that many individuals do not want to be bothered with participation. Some people want a minimum of interaction with their superiors and/or associates. "Sometimes, a group can be kept participating only by pressure from above; and when that pressure is released, they return to non-participation apparently because it is more desirable to them" (Davis, 1982: p. 168).

On the other hand, the concept of participation has generated a great deal of positive feedback, sometimes leading to its being overrated. In fact, an impressive collection of research findings demonstrate consistently that satisfaction in work is significantly enhanced by increasing worker's decision-making powers on the job (Blumberg, 1976: p.1). One such research was that conducted by Coch and French wherein they compared morale and efficiency of groups who were given different degrees of authority to participate in decision-making relating to changes in work organization. The setting of the study was

a garment factory and manual workers were involved as subjects. The major conclusion of the study was that success in bringing about job changes --- both in terms of productivity and worker satisfaction --- was directly proportional to the amount of worker participation permitted. "Total participation groups had the highest productivity and morale; the no-participation groups, the lowest" (Blumberg, 1976: p. 125).

Another study conducted by Baumgartel compared three leadership patterns in a medical research setting with medical scientists as subjects. The leadership patterns were laissez-faire, participatory and directive. The conclusion was that participatory leadership was more effective than the other two types in producing high work motivation, high morale and high satisfaction with leadership (in Blumberg, 1976: p. 127). Many other studies regarding participation produced basically the same results in morale, efficiency and productivity.

But despite these findings, why are there still some people who opt for non-participation in decision-making? Clearly, a referendum or an election illustrates a process of decision-making under democratic governments. But although everyone is given the right to participate, not all people exercise their freedom to choose. There are, in fact, people who abstain.

It would help to note that the studies on participation previously mentioned were conducted in western organizations of Europe and America. And because of differing world views, it is by no means conclusive that the same results will hold true in Asian countries like the Philippines. Therefore, there is a need to study whether participative management will actually work in the Filipino organizational setting as a foreign-based practice.

If Philippine cultural values are tested against the prerequisites of participation, it may be found that Filipinos possess attitudes that may not permit a successful application of participative management in the Philippines. Off hand, at least three such values maybe identified Filipino concept of time, "pakikisama" and submissiveness and deference to authority.

Filipino Concept of Time

Filipinos are known to highly value smooth interpersonal relations which in itself is a very good attitude. But sometimes, this attitude leads them to treat time diffusely and imprecisely. To illustrate, when a friend shows up at one's doorstep unexpectedly, generally, the Filipino will not send this friend away even if he has important matters to attend to prior to the visit. Since the desire to maintain satisfactory relationships comes first, one's sense of time is altered. For this reason, foreigners who made observations on Filipino

characteristics and temperament have only negative comments to say about the way Filipinos look at time. The following is what anthropologist Timothy Church has to say about Filipino concept of time: "the Filipino treats time as so abundant that one has little concern for wasting it" (1986: p. 10). Another illustration that will help explain how Filipinos tend to treat time diffusely, is when a committee meeting is called wherein it is very predictable that there will be prelude conversations irrelevant to the subject of the meeting between committee members, rather than focusing on the issues of the meeting right away. In a way, chats between employees, and between employees and their managers, help create an atmosphere of ease and openness and can establish better personal relations. But with the way Filipinos allow their time to be used diffusely, time which is a very important organizational resource may not be managed effectively.

One prerequisite to participation is adequate time. There must be adequate time for participants in decision-making to carefully weigh the advantages and disadvantages of options before acting on a problem by implementing a decision (Davis, 1982: p. 156). It has been discussed that in a participative management, not a few but many people are involved in decision-making, and group decision-making takes people away from their individual tasks. Generally speaking, it has been established that groups take more time

in reaching decisions. More recent research has confirmed this generalization. For example, in one study, Weber compared the performance of individuals and groups of five working on well structured problems. Specifically, he looked at the number of problems solved correctly and the length of time it took to solve them. Results were that groups made more accurate decisions than individuals but were considerably slower in reaching these decisions (in Baron, 1983: p. 362). Time is a precious commodity and in decision-making or in any activity for that matter, time should be maximized because people cannot be taken away from their work for a very long time or operations would go on a stand still. Therefore, whatever time allotted for group decision-making must be used to the fullest or groups will not accomplish anything. But time constraint is one factor that has been known to work against participative management. And with the way Filipinos view and use time, it is possible that there may not be enough time to profitably discuss decisions to be made. A hypothesis that may be put forward therefore is that the Filipino concept of time may hamper the effective application of participative management in the Philippine organizational setting.

2.2 Pakikisama

Another value that might hamper the cultural applicability of participative decision-making is

"pakikisama". Lynch described the distinctively Filipino characteristic which is "pakikisama" or "getting along together" as a concept useful in attempting to understand Filipino behavior patterns. Pakikisama or getting along together has been described by Lynch as the Filipinos' desire for smooth interpersonal relations.

"Filipinos place a high value on good feelings and sacrifice other values such as clear communication and achievement in order to avoid stressful confrontations. The result is that they agree with what another says and keep their reservations to themselves. They see frankness and outspoken expressions of opinions as rather uncultured and ostracize someone who behaves this way" (in Guthrie, 1968: p. 63).

"Pakikisama" might get in the way of the applicability of participative decision-making process. It has been said that participative decision-making produces group decisions. It is not too difficult to think of the possible advantages inherent in group decisions. Indeed, experts have identified several advantages decision-making groups are likely to have over individual decision-makers. One obvious advantage is that groups possess several individuals who may contribute good ideas: that is, there may be a pooling of resources. Even studies have strengthened this observation. For example, in a more recent experimental study, Barlund not only compared the problem-solving abilities of individuals compared with groups, but also developed a number of clues as to what tends to enable experimental groups to secure superior results. The method Barlund used

was a complex intellectual task involving the ability to draw logical conclusions from given arguments. A result indicated that group decisions, reached through cooperative deliberation, are significantly superior to decisions made by individual members working alone and to majority rule (in Lawrence and Seiler, 1965: pp. 203-204).

But just as there are advantages in group decision-making, there are also problems or disadvantages to it. The nature of decision-making entails a great deal of oral deliberation -- citing issues concerning both sides of a problem, sharing points of view, and justifying opinions among members of a group -- and therefore provides a venue for the free expression of ideas. But because people do not perceive things similarly, differing views may breed disagreement among the group decision-makers. According to experts, a great amount of disagreement over reaching a decision can cause conflict and ill will between group members (Baron, 1983: p. 348). This is where "pakikisama" will probably influence behavior towards participative decision-making. Knowing that participation in decision-making will place them in a situation wherein there may possibly be an unresolved meeting of minds may not probably appeal to Filipino organizational men because of this value of pakikisama. Even if observance of this value is not so strict among Filipinos, still Barlund found out that membership in a decision-making group in itself had an

inhibiting effect. He stressed that knowledge that one's opinions were to be shared publicly made group members more cautious (in Lawrence and Seiler, 1965: p. 204). It is even possible that at some point, if an employee were pressured to participate in group decision-making in the face of opposing claims, he would tend to compromise or agree with others' opinions too easily to adhere to this value of pakikisama. When this happens, the quality of decisions made suffers. In situations like this, participation in decision-making becomes useless.

Submissiveness and Deference to Authority

Another cultural value, submissiveness and deference to authority, combined with the trait of inferiority complex affects Filipino attitude towards participation. Inferiority complex, according to Timothy Church, "is a self-concept characterized by a low sense of personal worth, a low self-confidence and independence, and high submissiveness and deference to authority. Some have attributed this in part to previous colonial rule and a persistent colonial mentality" (Church, 1986: p. 10). Submissiveness and deference to authority may possibly hinder in the application of participative management in Philippine organizational settings.

Randy Barber, a labor consultant, expressed his views about power sharing between management and labor. He said

that if labor is to share decision-making powers, management must give up some power and workers must accept some responsibility for the business. But tradition makes this change in role very difficult, according to Barber. He further added that "corporate leaders have spent their entire lives getting to the top of an organization. They don't want to give up control" (Business Week, 17 Feb '86: p. 37). Since participation requires sharing of power in the decision-making process and, to some extent, responsibility for the decisions made, management must demonstrate a willingness to involve subordinates in this organizational function. But if managers would not be willing to give up absolute control and if this traditional authoritarian role of managers is tolerated by employees because of their submissiveness, then power cannot be shared. Thus, under such circumstances, participation may not succeed.

The presence of labor unions in organizations or companies might question the hypothesis regarding Filipino submissiveness and deference to authority. If their submissiveness asks for autocracy throwing participation out of the question, then why are there labor unions? The union serves more as a restraint on management and a protector of security for its members, and not as a direct participant to organizational decision-making. Moreover, some union leaders feel that if they participate in helping management

decide courses of action, the union's ability to challenge those actions are weakened (Davis, 1982: p. 188). Consequently, union members and leaders would not want to influence decision-making directly. These union leaders prefer to remain aloof and to have freedom to express disagreement with management and to challenge it at any time.

CHAPTER 3

STATEMENT OF THE PROBLEM AND OBJECTIVES OF THE STUDY

This research aims to contribute to the understanding of how behavior in organizations as well as the communication processes therein are culturally dependent and are influenced by existing norms and values. Specifically, it will tackle the issue of the cultural applicability of participative management in the Philippines. Thus, the problem being posed in this study is:

Will participative management work in Philippine organizations considering the cultural values of the Filipinos?

Specific Filipino cultural values such as Filipino time, "pakikisama", and submissiveness or deference to authority are considered to bear direct influence on the practice of participation in decision-making. How does each value affect the Filipino organizational man's attitude and behavior toward participation? Specifically, this study will answer the following questions:

- a. Will the Filipino concept of time hamper the effective application of participative management in the Philippine organization setting?
- b. What quality of decisions will decision-making groups who highly regard the value of "pakikisama" produce?

- c. Will participation in decision-making be appropriate in a social context where the traditional role of managers is authoritarian in nature and the labor tends to be submissive and deferring to authority?

CHAPTER 4

DEFINITION OF TERMS

The following concepts will be used in this research:

1. Participative management - "means consultation with followers, bringing them in on problems and influencing decisions so that groups act as social units in work performance" (Davies, 1982: p. 151). It is said to consequently raise morale and productivity among members of an organization so many corporations want to adopt it as a management style. Issues regarding participative management include its applicability in the Philippines as a western practice, and one's right not to participate in the decision-making process.
2. Decision-making - "the process through which problems are recognized, diagnosed and defined; possible solutions are generated and selected; and then a course of action is implemented" (Baron, 1983: p. 374). It is one of the major functions in an organization and a critical one at that because an organization's effectiveness depends on the results of the organization's decisions as they are put into effect.
3. Filipino time - "a Filipino trait characterized by treating time diffusely, imprecisely, or as so abundant that one has little concern for wasting it (Church, 1986: p. 10). This is brought about by the desire to maintain smooth interpersonal relations.

4. Pakikisama - "a Filipino value characterized by a desire for smooth interpersonal relations. Filipinos place a high value on good feelings and sacrifice other values such as clear communication and achievement in order to avoid stressful confrontations" (Guthrie, 1968: p. 63).
5. Submissiveness and Deference to Authority - "a value characterized by yielding, committing, or surrendering oneself to the will, consideration or judgement of an authority (American Heritage Dictionary). Some have attributed this in part to previous colonial rule and persistent colonial mentality (Church, 1986: p. 10).
6. Applicability - "appropriateness" (American Heritage Dictionary, 2nd Edition). Based on the contingent model of leadership advanced by Fiedler, the appropriateness of a leadership style depends on the situation that leader is in, which in this case is the Philippine organizational setting, which is determined by the leader-member relations, task structure and leader position power (Davis, 1982: p. 139). When all these factors are satisfied by adopting a certain style of leadership, then that leadership style is applicable.

CHAPTER 5

METHODOLOGY

This research will make use of the responses of forty (40) subjects for the bulk of its data, composed of thirty-six (36) employees from the rank and file and four (4) managers. The subjects or respondents will be taken from four (4) organizations namely GSIS, Zenith Insurance Corporation, PAL and Traders' Royal Bank. Manila has been chosen as the site of the study because it is the center of modern business and industry in the Philippines. And since Manila is also a melting pot for different regional groupings, regional differences will not pose a problem as to its effects on individual behavior because it will be ensured that the respondents will represent varied places and provinces of the country. The anonymity of the subjects will likewise be ensured. Subjects will also be required to identify some personal information including sex, length of service at present company and highest educational attainment, which may be later correlated with the primary data should there be no consistency in trends across the board.

There will be four organizations to be considered for this study. These are the Government Service Insurance System which will represent the public sector; the Philippine Airlines which will represent the service-oriented organizations; Zenith Insurance Corporation to

represent the private sector; and lastly, Trader's Royal Bank to represent profit-oriented companies. These companies were chosen for the study for the reason that they represent different types of organizations so that whatever results that will come up in this study will not be said to be true or applicable only to one type of organization or another. Significant differences in responses may be attributable to the type of organization so the data obtained will be comparative. Also, there is one dominant characteristic among all four organizations. They are all large organizations which constitute numerous workers of varied places of origin. Lastly, these organizations which are considered for this study are the ones the researcher has easier access to compared to other organizations.

It is not necessary that the organizations wherein the research will be conducted practice participative management. The instrument that will be used in this study is the survey questionnaire although the researcher will also conduct selective interviews for a more in-depth probing of answers given in the survey. The questionnaire contains questions generating information regarding the subjects' attitudes toward participative decision-making as they are influenced by the three cultural values identified earlier, namely Filipino concept of time, "pakikisama", and submissiveness and deference to authority. The questions were constructed in such a way that the subjects will be

placed in a hypothetical situation wherein they will be a part of a decision-making group; hence, there is no need for the organizations under study to be specifically practicing participative management.

The survey is of two sets: one for managers and another one for subordinates (see Appendices). Questions for the survey were designed to specifically identify the influences the Filipino values under study have on resistance or inclination toward participative management. The ideal answers for these questions which will qualify the appropriateness of participative decision-making is "yes" to questions 1 and 2e, and "no" to the rest of the questions. Since cultural values are not the only variable influencing the choice for management style, any rate more than 50% of ideally-answered questions may indicate the applicability of participative management in the Philippine organizational setting. Since the primary goal of this study is to merely look into the possible effects of the cultural values mentioned on attitudes toward participation, exact precision in the numerical presentation of results is not necessary; "in fact, too much detail may actually get in the way because the study is after the 'big picture' (Kidder, 1976: p. 316). The managers' set of questions will generate information about management's willingness to share decision-making powers with labor. Since the questions for managers were open-ended, and followed up by interviews,

direct answers as to the cultural applicability of participation at the management's end will be obtained.

CHAPTER 6

SCOPE AND LIMITATION

This research will tackle problems with regard to only the cultural applicability of participative management in the Philippines. The nature of the work force and the managers is being studied here but only in so far as behavior towards participation is affected by cultural values and therefore is culturally dependent. Information on sex, degree of specialization or the intellectual capacity of the subjects and length of service in the company will be asked because these factors may be significant in the analysis and may be correlated later on with other data.

The hypothesis identified only three Filipino values that affect inclination towards or away from participation. These values are Filipino concept of time, "pakikisama" and submissiveness or deference to authority. These values were considered because they bear direct influence on participation.

One limitation of this study is that questions on the hypothetical situation in which the subordinate-respondents were placed might possibly yield ideal answers but ones which might not reflect the actual practice of the subjects. Also, this study only measures attitude and not behavior.

Another limitation of this study is its small sample size. Because of the difficulty of getting cooperative subjects who can spare a little of their time to accomplish the survey, this researcher decided to limit the number of respondents to forty (40). Considering four (4), instead of two (2) organizations for this research to represent as many types of organizations in the research setting, is hoped to make up for the limited sample size.

CHAPTER 7

PRESENTATION AND DISCUSSION OF RESULTS

In this section, there is basically one way by which the responses of the subjects will be analyzed. This is simply by comparing the percentages of ideal and unideal responses; and if the total averaged percentage of the ideal responses is significantly more than 50% that of the total responses, then it can be said that Filipino values do not get in the way of the satisfactory application of participation. This will be the indicator by which to measure the applicability of participative decision-making in the Philippine organization setting.

On Readiness To Participate

Among the respondents, all the 36 subordinate-subjects affirmed that if they were given the chance to participate in decision-making, they would readily try it. This shows a positive 100% general preference towards participative management. This trend is consistent in all four organizations considered for this study which include the Government Service Insurance System (GSIS), Zenith Insurance Corporation (ZIC), Philippine Airlines (PAL) and Traders' Royal Bank (TRB). The first question was phrased very simply without conditional restrictions to get the first hand reaction of the subjects regarding their inclination towards or away from participative management. Results are shown in Table 1.

TABLE 1. Percentage of General Inclination of Subjects
Toward Participation In Decision-making

Organization	Inclination towards participation			
	Raw Data		Percentage	
	Yes	No	Yes	No
GSIS	9/9	0/9	100%	0%
ZIC	9/9	0/9	100%	0%
PAL	9/9	0/9	100%	0%
TRB	9/9	0/9	100%	0%
TOTAL AVERAGE	36/36	0/36	100%	0%

Consistent with the findings in the studies of participative management in the west is the result that participative management has a democratic appeal even to Filipino organizational men, because employees are permitted or even encouraged to have a voice in decision-making. This in turn, has a positive effect on the morale, productivity and work satisfaction of employees. Respondents interviewed reasoned that not all organizations permit participation so if they were offered the chance, they will go ahead and participate. They also think that their contributions may be profitable for the organization. Some respondents said that one gets a feeling of belongingness in participating in decision-making because he will know where he stands in the organization.

But as the main hypothesis of this study states, there are existing Filipino values like pakikisama, Filipino concept of time and submissiveness and deference to

authority that may not permit the cultural applicability of participative decision-making in the Philippine organizational setting. In the following discussion on the effects of these values on behavior towards participation, we will see whether the cultural values previously mentioned will consistently reinforce the initial preference of the respondents to participate in decision-making.

7.2 Filipino Concept of Time

There are two questions in the survey questionnaire that explores the influence of Filipino concept of time on the respondents' behavior or attitude towards participative decision-making. The first one is, "Would you be able to tolerate postponement in arriving at a decision?". The second is, "Do you think that time would be wasted indiscriminately on matters out of the subject of the decision to be made?" Ideally, the answer to both questions is "No", to ensure that time will be managed effectively under a participative decision-making setting. Table 2.1 presents the summary of the subjects' responses by organization on the formerly mentioned questions.

TABLE 2.1 Percentage of Positive and Negative Influence of Filipino Concept of Time on Attitude Towards Participative Decision-making

Attitude: Tolerance for postponement in decision-making					Tendency to waste time allotted for participation				
ORG	RAW DATA		PERCENTAGE		RAW DATA		PERCENTAGE		
	Yes	No	Yes	No	Yes	No	Yes	No	
GSIS	2/9	7/9	22.22%	77.78%	7/9	2/9	77.78%	22.22%	
ZIC	0/9	9/9	0.00%	100.00%	6/9	3/9	66.67%	33.33%	
PAL	0/9	9/9	0.00%	100.00%	7/9	2/9	77.78%	22.22%	
TRB	4/9	5/9	44.44%	55.56%	4/9	5/9	44.44%	55.56%	
Total	6/36	30/36			24/36	12/36			
Average			16.67%	83.33%			66.67%	33.33%	

Table 2.1 clearly shows a distinct trend in the responses of the subjects that if they were made part of a decision-making group, many of them will not tolerate postponement in arriving at a decision. Except for TRB which has a slightly marginal rate of 55.56%, representative subjects for the rest of the organizations under study express an ideal low tendency to tolerate postponement in decision-making. This is a very good indication that the subjects are aware of the limited time frame that is allotted for participative decision-making so much so that discussion should focus right away on the issue at hand. As mentioned in the conceptual framework, people cannot be taken away from their individual work responsibilities for a long time in order to participate in decision-making; because if this happens, operations will slow down, backlogs will accumulate

and general inefficiency especially in smaller organizations will result. The subjects clearly know that decisions must be made as soon as possible to rationalize procedures and policies for the benefit of both personnel and management in order to minimize disorder. All in all, 83.33% cannot tolerate postponement in decision-making among the subjects. On the other hand, 16.67% accounts for those subjects who will tend to tolerate postponement. Subjects who expressed this opinion reasoned that if critical and important decisions are to be made, then decision-makers must be given adequate time. If the need arises, postponement may give further time for participant decision-makers to allow the conception of intelligent decisions. This qualification gives the superficially unideal answer due justification since crucial decisions are indeed not to be rushed.

An inconsistency in the behavior of the subjects is detected when majority of them expressed a tendency to indiscriminately waste time that is allotted for participative decision-making. The ideal behavior is that if the subjects know the value of time, especially the limited time allotted for participative decision-making, then they should maximize this very important resource. But results show that 66.67% of the sample tend to predict or anticipate the waste of time on matters out of the confines of the decision to be made, while a meager 33.33% expresses

resistance to it. This goes to show that while the subjects would want to treat time more discriminately to maximize it, still the Filipino concept of time may hamper the full attainment of this ideal organizational behavior.

Since the ideal response to both questions is "no", a rate of more than 50% of the ideal responses upon comparing the total percentages of the ideal and unideal responses will indicate the cultural applicability of participative decision-making considering the variable Filipino concept of time. This is shown in Table 2.2.

TABLE 2.2. Comparison of Percentages Between Ideal and Unideal Responses on Filipino Concept of Time

FILIPINO CONCEPT OF TIME	IDEAL	UNIDEAL
Tolerance for postponement in decision-making	83.33%	16.67%
Tendency to waste time allotted for participation	33.33%	66.67%
TOTAL AVERAGE	58.33%	41.67%

As results show in Table 2.2, mathematically, respondents' attitude still significantly permits the application of participative management, despite a relatively high percentage of respondents' tendency to predict indiscriminate waste of time allotted for participative decision-making.

7.3 The Value of "Pakikisama"

One of the more interesting Filipino values to study is pakikisama or the desire for smooth interpersonal relations because it is one value that has distinctly described the Filipino. In the survey questionnaire, there are two questions regarding the value of pakikisama. The first is, "Would you sacrifice your own ideas which are in conflict with those of your co-decision-makers to maintain harmonious relationships?". The second is, "Do you think that issues arising in the confines of the decision will be deliberated profitably in terms of direct and accurate expression of ideas?". Both questions reflect how respondents regard good personal relations first and foremost which consequently bear influence on the quality of the decision arrived at. The ideal answer for the first question is "no" and "yes" to the second question because one advantage of participative decision-making is the pooling of resources in terms of suggestions, ideas and options to gain understanding of the complete picture of the subject matter on which decision is to be made. But if the desire to maintain satisfactory relations get in the way of an exhaustive deliberation of solutions and alternative solutions to a problem by keeping ideas which are in conflict with others' to oneself, or when members of the group easily compromise with others' opinions in lieu of pakikisama, then participation is not maximized. The responses of the subjects on questions of pakikisama are presented in Table 3.1.

TABLE 3.1 Percentage of Positive and Negative Influence of Pakikisama on Attitude Towards Participative Decision-making

Attitude: Sacrifice one's ideas for the sake of Pakikisama					Profitable deliberation of ideas			
ORG	RAW DATA		PERCENTAGE		RAW DATA		PERCENTAGE	
	Yes	No	Yes	No	Yes	No	Yes	No
GSIS	2/9	7/9	22.22%	77.78%	9/9	0/9	100.00%	0.00%
ZIC	4/9	5/9	44.44%	55.56%	9/9	0/9	100.00%	0.00%
PAL	3/9	6/9	33.33%	66.67%	9/9	0/9	100.00%	0.00%
TRB	3/9	6/9	33.33%	66.67%	9/9	0/9	100.00%	0.00%
Total	12/36	24/36			36/36	0/36		
Average			33.33%	66.67%			100.00%	0.00%

From the table, it shows that a high 66.67% of the sample respondents will not sacrifice their ideas nor keep them to themselves if ever those ideas are in conflict with those of their co-decision-makers just to adhere to the value of pakikisama. This figure is almost consistent in the four organizations under study. Respondents felt that since they are a part of a decision-making body, it is just proper to voice out one's opinions even if they are in conflict with the ideas of others. As long as their ideas are worth deliberating, they will not give in to others' opinions easily. One respondent stated that in decision-making, matters must be treated objectively and not subjectively. One subject further added that in every decision-making body, there should be an element of

opposition; but not to the extent of destroying the relationship between members but hence enlighten or guide other members on certain aspects of the advantages and disadvantages of an idea, opinion, or suggestion. On the other hand, 33.33% of the respondents said that they are willing to sacrifice their ideas which are in conflict with those of their co-decision-makers to maintain harmonious relationships with them. Reasons mentioned for this attitude are that majority rules, and if they deem that the idea will benefit the majority, then they are willing to give in.

Table 3.1 also shows a total consistency in the responses of the subjects for the second question. 100% of the sample positively thinks that issues arising in the confines of the decision to be made are deliberated profitably in terms of direct and accurate expressions of ideas. This means that if formal communication lines are open by making the subjects participative decision-makers, the value of pakikisama will not get in the way of good communication by using intermediaries or by beating around the bush in expressing one's ideas.

In assessing the applicability of participative management in considering the Filipino value "pakikisama", the same method of comparison in analyzing Filipino concept of time is used. Since the ideal answers are "no" and "yes" to the first and second questions respectively, comparing

the percentages of the ideal and unideal responses will reveal the inclination towards or away from participation. Therefore, a total percentage average of ideal responses at a value more than 50% indicates that the value of pakikisama allows the applicability of participative decision-making in the Philippine organizational setting.

TABLE 3.2. Comparison of Percentages Between Ideal and Unideal Responses on Pakikisama

PAKIKISAMA	IDEAL	UNIDEAL
Sacrifice one's ideas for the sake of "pakikisama"	66.67%	33.33%
Profitable deliberation of ideas	100.00%	0.00%
TOTAL AVERAGE	83.33%	16.67%

Results on Table 3.2 clearly show that the total percentage average of the ideal response is a great deal higher than the unideal response. This indicates that the Filipino value of pakikisama does not get in the way of effective applicability of participative decision-making in the Philippines, at least in the four (4) organizations studied.

The Value Of Submissiveness And Deference To Authority

The third value that will be discussed is that of submissiveness and deference to authority. The fact that this value is traceable to the colonial history of the Philippines is helpful in analyzing its effects on the

behavior of Filipinos especially with regard participation, which is the concern of this study. Indeed, however this value might have originated, whether it is a distinct, inborn Filipino trait or is a consequence of the Filipinos' colonial experience, it is one value that predominantly describes Filipino temperament.

In this study, two questions that will help analyze the extent of influence of submissiveness and deference to authority on participation were asked in the survey questionnaire. The first question is, "Will rejection of your suggestions at a first try hinder you from making suggestions regarding a decision in the future?". The ideal answer to this question is "no", because if other people like the manager or the majority of the decision-making group resists one's opinions and he does not try suggesting his ideas again, then he is being submissive. The second question is, "Will any of the following aside from your intellectual capacity or skill hinder you from actively participating in decision-making: fear of rejection of my ideas, my submissiveness to authority, lack of a third party or intermediary to voice out my opinions?". The ideal answer to this particular question is again "no" because ideally, nothing should hamper one's desire for participation unless he is not intellectually capable. The responses of the subjects are summarized in Table 3.1.

Again, this data will indicate inclination towards or away from participative decision-making.

TABLE 4.1. Percentage of Positive and Negative Influences of Submissiveness and Deference to Authority on Attitude Towards Participative Decision-making

ORG	Attitude: Tendency for rejection to hinder one from suggesting again				Tendency for other factors to hinder one from participating			
	RAW DATA		PERCENTAGE		RAW DATA		PERCENTAGE	
	Yes	No	Yes	No	Yes	No	Yes	No
GSIS	0/9	9/9	0.00%	100.00%	6/9	3/9	66.67%	33.33%
ZIC	0/9	9/9	0.00%	100.00%	2/9	7/9	22.22%	77.77%
PAL	0/9	9/9	0.00%	100.00%	3/9	6/9	33.33%	66.66%
TRB	0/9	9/9	0.00%	100.00%	0/9	9/9	0.00%	100.00%
Total	0/36	36/36			11/36	25/36		
Average			0.00%	100.00%			30.55%	69.45%

Just like all the subjects' response that the decision to be made will be exhaustively deliberated in terms of clear communication, in the same way, 100% of the sample population expressed that rejection of their ideas at the first try will not stop them from expressing again their ideas pertinent to the decision to be made. Subjects reasoned that they will not be discouraged to make suggestions again nor give up the right to suggest (if they were made participants in decision-making), more so if they believe that their ideas or inputs will benefit the decision to be made. Another respondent further added that she will try suggesting her ideas again so she can assess the next

time around why her co-decision-makers did not accept her ideas. This behavior demonstrates the desire to know the factors considered in the process of decision-making.

But in considering the second question, some of the respondents hinted that there are things that indeed hinder them from participating. This shows that when the question was a bit rephrased, the responses of some subjects were not internally consistent anymore, making "rejection" second in ranking among the factors which hampers one to participate. Among the 36 respondents, 69.45% said that nothing will hinder them from actively participating in decision-making, while 30.55% who answered "yes" identified one or the other of the factors mentioned in the survey that will stop them from participating. Among the respondents who answered "yes", submissiveness to authority ranks first in the reasons that hinder them from fully participating; fear of rejection comes second; and the absence of an intermediary or a third party to voice out one's opinions ranked third. Table 4.2 shows this ranking.

TABLE 4.2 Ranking Of Factors Hindering Subjects From Participating In Decision-Making

RANK	F A C T O R	RAW DATA	PERCENTAGE
1	submissiveness to authority	6/11	54.55%
2	fear of rejection of ideas	3/11	27.27%
3	lack of third party to voice out one's opinions	2/11	18.18%
	Total :	11/11	100.00%

It is worthy to note that GSIS respondents more than any other organizations' respondents identified themselves as submissive. This can be attributed to the work environment at the GSIS which is highly politicized. This is true in the sense that all operations of the System, its effectiveness and productivity and the kind of service it gives are reflective of the incumbent national administration. The national leadership commands obedience from the people. In the same manner, since the GSIS is a government organization, its employees are highly expected to demonstrate obedience and submission to top management. This goes to show that up to now, submissiveness and deference to authority which is a value rooted in the years of colonialism in the Philippines, is still maintained among Filipinos until today.

In the same manner that the values "pakikisama" and Filipino concept of time were analyzed as factors

influencing attitude towards participation, submissiveness and deference to authority are treated in the same manner. The ideal answer to both questions regarding submissiveness is "no". A rate higher than 50% of ideal responses will indicate that despite the value of submissiveness to authority, participative decision-making can still apply in the Philippine organizational setting. Table 4.3 shows these findings.

TABLE 4.3. Comparison of Percentages Between Ideal and Unideal Responses Based on Submissiveness and Deference to Authority

SUBMISSIVENESS AND DEFERENCE TO AUTHORITY	IDEAL	UNIDEAL
Tendency for rejection to hinder one from suggesting again	100.00%	0.00%
Tendency for other factors to hinder one from participating	69.45%	30.55%
TOTAL AVERAGE	84.72%	15.28%

Table 4.3 shows that like the first two variables, the influence of submissiveness and deference to authority on attitude towards participation is not that deeply ingrained not to allow the effective application of participative decision-making.

7.5 Attitude Of Managers Towards Allowing Participation

What had been discussed previously were the influences of cultural values on the behavior of employees towards

participation. It was found out that in the analysis of three cultural variables, the Filipino values tested in this study though still observed do not actually hinder the applicability of participative decision-making in the four organizations studied. But all those discussions present only the view of subordinates. What about the view on the management's end? Even though employees are willing to have a say in decisions directly concerning them, it is no use if their superiors will not permit participation. In the survey questionnaire, three questions regarding the insight of managers on participation were asked.

The first question is, "Are you sharing decision-making powers with your subordinates?". To this question, all four managers, one from each of the organizations being studied, responded that they do share decision-making powers with their subordinates. They said that this power must be shared with their subordinates because they are the ones affected by the decisions arrived at and they are more familiar with their problems. Also, they are experts in their own lines including the problems in operations so that they can give valuable recommendations pertinent to the decisions to be made. "This is developmental", to quote one manager. Furthermore, one manager said that sharing decision-making powers with one's subordinates by listening to their suggestions establishes harmonious relationships

with them. For this question, results showed that the percentage of ideal response is 100%.

The next question asked of the managers is if they think that the traditional role of managers which is authoritarian still holds today. Again, 100% of the respondents said yes, that many managers are still autocratic. A lot of managers still want to assert their authority over their subordinates, according to them. One manager said that superiors must learn to be more and more consultative. They must listen to what their subordinates would have to say or else dissatisfaction will breed in. This must be the case even though the managers still have the ultimate say on the decision, they further added.

The third and final question asked of the managers is if they allow participation in decision-making. This question is a reinforcement to the first question on sharing decision-making powers. The managers interviewed have basically the same answers to this question as to the first question. Again, all of the respondents said that they allow participation in decision-making provided there is no time constraint. One said that he does not dictate on his subordinates because what they need is guidance; and this is what managers should provide to their subordinates. Another manager further added that there are times when superiors must motivate employees to contribute to the good of the company in terms of suggestions and constructive criticisms

on decisions; and this should be done not by fear but by giving up recognitions and incentives.

In all three questions, the total percentage average is 100%. This indicates complete willingness at the managements' end to allow participation in decision-making. This coincides with the desire to participate in decision-making at the subordinates' end despite influences of cultural values. Therefore, with these results, there is hope that participative management can effectively work in the Philippine organizational setting. As for the profile of how the individual organizations fared in terms of openness and readiness to adopt participative management, the table on the following page shows the overall findings.

TABLE 5. Comparison of Total Percentages of Ideal and Unideal Responses Between Organizations

ATTITUDE	ORGANIZATION							
	GSIS		ZIC		PAL		TRB	
	I*	U**	I*	U**	I*	U**	I*	U**
1. Inclination towards participation	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%
2. Tolerance for postponement in decision-making	77.78%	22.22%	100.00%	0.00%	100.00%	0.00%	55.56%	44.44%
3. Tendency to waste time allotted for participation	22.22%	77.78%	33.33%	66.67%	22.22%	77.78%	55.56%	44.44%
4. Sacrifice one's ideas for the sake of pakikisama	77.78%	22.22%	55.56%	44.44%	66.67%	33.33%	66.67%	33.33%
5. Profitable deliberation of ideas	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%

* IDEAL

** UNIDEAL

ATTITUDE	ORGANIZATION											
	GSIS			ZIC			PAL			TRB		
	I*	U**		I*	U**		I*	U**		I*	U**	
6. Tendency for rejection to hinder one from suggesting again	100.00%	0.00%		100.00%	0.00%		100.00%	0.00%		100.00%	0.00%	
7. Tendency for other factors to hinder one from participating	33.33%	66.67%		77.78%	22.22%		66.67%	33.33%		100.00%	0.00%	
TOTAL AVERAGE	73.01%	26.99%		80.95%	19.05%		79.37%	20.63%		82.54%	17.46%	

* IDEAL

** UNIDEAL

CHAPTER 8

SUMMARY AND CONCLUSION

The aim of this study has been to find out whether or not participative management will be culturally applicable in Philippine organizations. Of course, it is necessary that managements demonstrate willingness to share decision-making powers and for the rank and file to demonstrate that cultural values such as "pakikisama", Filipino concept of time, and submissiveness and deference to authority which have been considered here as possible hindrances, do not get in the way of satisfying the prerequisites of participative decision-making.

Results have shown that not one of the Filipino values being studied here is that deeply ingrained not to allow the effective application of participative decision-making in the Philippines. Take the Filipino concept of time first. Initially, the hypothesis is that the way Filipinos look at time diffusely will not permit participative management because time allotted for participation is very limited, and that Filipinos will not be able to manage time effectively. But based on the responses of the subjects, majority cannot tolerate postponement in arriving at a decision although a considerable percentage of the sample predicted that Filipinos really tend to waste time indiscriminately on matters not pertinent to the decision to be made. This recognition is healthy and maybe evidence that given the

chance, the respondents themselves will do all they can to avoid doing the same.

With regard the value of "pakikisama", it has been predicted that this value might get in the way of a profitable deliberation of issues regarding a decision, for reasons that the members of the decision-making group might sacrifice their ideas which conflict with those of their co-decision-makers, and compromise instead. It was also predicted that in upholding the value of "pakikisama", groups will tend to produce less superior decisions. Results showed, however, that a high percentage of the respondents will not sacrifice the quality of the decision nor the good communication required in arriving at those decisions just to adhere to the value of "pakikisama".

Thirdly, it was hypothesized that if the traditional authoritarian role of superiors is tolerated by employees because of their submissive nature, then sharing of decision-making power between management and rank-and-file cannot be achieved. Results discredit this hypothesis. Responses indicated that submissiveness and deference to authority will not hamper the sharing of decision-making power in the job. In addition, the managers have expressed willingness to share decision-making powers because they believe that this is one factor that can bridge the gap between them and the rank and file and one which will develop harmonious relations, and at the same time be a

means to tap inputs that will contribute to the growth of the organization.

With the results obtained, it can be said that not one of the three Filipino values considered in this study are strong enough to negatively influence attitude towards participation to significantly hamper its applicability in the Philippine organizational setting. This finding is made more significant because the employee-respondents in this study were taken from the rank and file which is least likely to demonstrate willingness to participate in decision-making.

It was once said that the reason why the Philippines lagged economically behind other Asian countries is because ours is a very traditional society. And because of the strict adherence to traditional norms, we became very resistant to change. So, it is surprising to learn that values like "pakikisama". Filipino concept of time and submissiveness and deference to authority which have been known to strictly govern Filipino attitude towards worklife, in the case of this research, are no longer as ingrained as they used to, at least in the four organizations studied. From the results, it can perhaps be concluded that the Philippines has undergone a significant process of change from being strictly traditional to becoming a modernizing society. Put simply, in being exposed to western and urban values, people tend to change from their traditional

orientation in dealing with life in general to the orientation of other cultures brought about by social contact. In the case of this research, since industrial democracy has a universal appeal to the organizational man, Filipino employees seem only too willing to relinquish their formerly highly regarded values to allow the practice of participative management in the Philippines. This process of change may have resulted from Manila's being an urban setting wherein influences of the west are distinctly marked.

Since there was a distinct trend across all four organizations studied toward willingness to participate, this researcher does not find it necessary to find any other explanation for this tendency in the other variables such as educational attainment, sex and length of service. Hence, the omission of the correlation between these variables and the respondents' answers.

It may also be concluded that participative decision-making is not actually overrated. Among the subjects considered in this study, no one expressed a desire for non-participation whether at the superiors' or subordinates' ends. In fact, substantial evidence exists to support its growing popularity among many managements as cited in the introductory part of this paper. In view of the situational or contingent model of leadership, this research has proven that the participative decision-making style of management

can work and is applicable in the Philippine organizational setting.

CHAPTER 9

RECOMMENDATIONS

The following recommendations are suggested by the researcher for future studies on the subject of participative management:

First and foremost, it is recommended that other variables aside from cultural values be considered in the study of the applicability of participative management in the Philippines since culture is not the only factor that determines the effectiveness of participative management. The specialization of the workforce is one interesting variable given the increasing levels of educational attainment among workers and high degrees of awareness resulting from mass media communications. For future researchers who wish to replicate this study, it is recommended that other less evident Filipino traits like "ningas cogon" and beating around the bush, which may have indirect effects on the workability of participation be considered.

It is also suggested that the setting to be chosen in the replication of this study no longer be an urban but a rural setting to see if previous findings still hold true.

Lastly, it is recommended that future researchers who plan to use the survey questionnaire in data gathering

design it in a way that will generate in-depth query, yet easy to accomplish questionnaires.

For corporate leaders, it is suggested that they try adopting participative decision-making not only because of its known merits both for managers and employees, but given that it is also applicable in the Philippines, it might just be the ideal management style that will work for their organizations.

APPENDIX A

Survey Questionnaire
(For Employees)

1. If you were given the chance to participate in corporate decision-making, would you readily try it? Yes ___ No ___
2. If you were a member of a decision-making group:
 - a. Would you be able to tolerate postponement in arriving at a decision? Yes ___ No ___
 - b. Do you think that time would be wasted indiscriminately on matters out of the subject of the decision to be made? Yes ___ No ___
 - c. Would you sacrifice your own ideas which are in conflict with those of your co-decision-makers to maintain harmonious relationships? Yes ___ No ___
Why?
 - d. Will rejection of your suggestion at a first try hinder you from making suggestions regarding a decision in the future? Yes ___ No ___
 - e. Do you think that issues arising in the confines of the decision will be deliberated profitably in terms of direct and accurate expression of ideas? Yes ___ No ___
 - f. Will any of the following aside from your intellectual capacity or skill hinder you to actively participate in decision-making? Yes ___ No ___

_____ fear of rejection of my ideas
 _____ my submissiveness to authority
 _____ lack of a third party/intermediary to voice
 _____ out my opinions
 _____ others

APPENDIX B

Survey Questionnaire
(For Managers)

For any reason aside from the intellectual capacity of your subordinates, are you sharing decision-making powers with them? Why?

Do you think that the traditional autocratic role of managers is still practiced today?

Do you allow your subordinates to participate in the decision-making process of your organization? Yes ___ No ___

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