

The Socio-Political Perspective
of Small-Scale Entrepreneurs

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Chapter I
INTRODUCTION

Background

Filipino entrepreneurs are the rare breed of men who, with their bare hands and raw guts, magnify the essence of social progress and economic development. In this respect, the title "entrepreneur" could only be bestowed to a few (even a chosen few) who are not necessarily patriarchs of the business community, but who have become living landmarks of perseverance and ambition, of hope and optimism.

Much have been said of the prosperity and competence of prominent entrepreneurs by counting their moments of joy and agony in several publications. Some materials even go to the extent examining the frame of mind, the working conditions, and the strategies of these men in attaining these dreams, and for some, their eccentricities. It has been a common trait to follow the footsteps of achievers and to prescribe similar ordeals as those they have faced.

However, similar to an ordinary day in the farm, the chicks outnumber the hens. In a synonymous case, budding entrepreneurs remain scattered throughout the place while the firmly established ones ponder on the tale of laying the golden egg. The researcher, therefore, intends to focus the

attention on the small-scale entrepreneur: his socio-political perspective in relation to his continuous attempts in seeking the good life.

Why the small-scale entrepreneur ?

There are three basic reasons for selecting these type of businessmen. First, small-scale entrepreneurs are dynamic and self-sustaining in the sense that their individual amount of motivation or drive remains comparatively high. There exists that broad range which allows improvement of personality, attitude, and profession. In some way, they are swifter in grasping opportunities that come along the way. Second, small-scale entrepreneurs are younger and more technology-conscious, giving them better advantage in terms of assimilating newer and more efficient knowledge and learning vital tools (or tricks) necessary in the modern era. To this we add that these are the people who are most receptive and responsive to change. And third, for the purpose of analysis, we presume that small-scale entrepreneurs, in general, are financially unstable. We then propose a twist that, in reality, this sign of hardship provides ample leverage for them as businessmen. For it is in being financially unstable that one learns the value of being economical and the saving one derives from avoiding wastage in time, efforts, and resources. In all these three characteristics we find two manifestations: that personality-wise, small-scale entrepreneurs have a firm

capacity of believing in himself in what he can do and relying solely on himself for the final decision; and that occupation-wise, these people have a quick eye for diversification of interests.

Being the core group that would constitute our socio-political study, the role of small-scale entrepreneurs extends beyond the field of business to enrapture their ideals in step-by-step national development. In so doing, it is implied that the study does not begin from the apex of entrepreneurship, but from its grassroots -- the origin of this phenomenon. If we may be permitted to divide the community of Filipino entrepreneurs into different classes of social measure, our core group would then belong to the larger portion of the pyramid. They are the masses, so to speak, of the business community. It is only proper to hear their voices and to make known their purpose for in the end, they may only come out in either of the two forms: the contributing majority or the suffering majority.

With these in mind, this paper attempts to prove the thesis that the small-scale entrepreneur is the model figure of a public official.

Statement of the Problem

Let us mention some important issues that need to be resolved and that have provoked, one way or another, the investigation of this study:

a. Small-scale entrepreneurs are generally apolitical since their primary concern is to keep their relations with the government clean, objective, and impersonal.

b. To be involved in politics probably belongs to the last priority of small-scale entrepreneurs since there is the common belief that public office is legally unprofitable in terms of material wealth.

c. One important reason why small-scale entrepreneurs are hardly involved in politics is due to the lack of resources, name, and prestige to run for office.

The term apolitical is often taken for granted. If it is a disattachment from issues that we are after, if one should consider the case of being apolitical as an escape from hapless situations -- that of gaining grounds for so-called neutrality in instances wherein if one plank breaks we may easily trod to another -- then we would be better off as sunken relics. We would only create a circle within a circle. Surely, to be apolitical shows neutrality in a deep respect, at times warranting convenience in moments of crisis. However, this stance may likewise be an immature level of apathy. For those who believe that a choice of neutrality is an "end-all and be-all" matter, it is tragic for them to be called Filipino -- a name so much described, but cherished only by few.

Small-scale entrepreneurs are political in a limited sense of the word. In the process of adjustment, one must definitely orient his views according to the socio-political environment in order, literally, to survive. Remaining apolitical is an end in itself. It marks no direction; thus, no goals to attain. The small-scale entrepreneur should set his own criterion of political awareness and involvement so as to gain stronger foothold on matters which could concern him in the present or future time. He will not allow himself to be left out in the cold.

Scope and Limitation of the Study

The goal of this paper is to prove and defend the thesis that the small-scale entrepreneur is the model figure of a public official. By this we mean that a proposed method for the government to come up with public servants (ie. government personnel having substantial authority), who lean towards improving the interests of the greater majority, is to measure not only their numerous capacity as competent professionals, but also the presence of that innovation factor known as entrepreneurial ability which the research shall consider in a socio-political dimension. Emphasis is given to the belief that entrepreneurship facilitates a more definite public service system and is viable or appropriate for the development of present-day leadership.

The resulting data is confined to an area study of small-scale entrepreneurs in Brgy. Barangka, Marikina, Metro Manila. The researcher selected this area mainly because of the abundance of industrious, middle-aged people who are engaged in small-scale businesses of their choice -- a fact that could readily be observed from the outskirts of the streets to the innermost part of the community. It does not take long to realize that the business people of Marikina, particularly of Barangka, are highly vocal and enthusiastic in airing their opinions on politically-related issues and how such issues bring out the grievances in them. In other words, for these people to be given the chance to voice out their demands and declare their suggestions which the government should take seriously, they will do so inhibitedly. The researcher had been a resident of the area for six years and had adjudged the locality to be as bustling as it ever was.

The study cites some limitations:

a. Analysis of the resulting data is based on the survey conducted among 72 small-scale entrepreneurs of Brgy. Barangka, Marikina, Metro Manila. This is an appropriate sample size since the total number of business establishments in Barangka is recorded to be 700.

b. The purpose of the study is basically to gather information on the socio-political perspective of 72 small-scale entrepreneurs. Inquiries on specific details such as a

full description of the enterprises are intentionally omitted in the paper.

c. It would be worthy to note that the respondents are interviewed a few days before the January 18, 1988 local election. We would presume that the pitch of political fervor is high and the people are gearing towards improving their community by avidly responding to interviews that are political in nature.

Review of Related Literature

Based on the work of David McClelland entitled The Achieving Society, a contemporary theory of entrepreneurial behavior is that it is brought about by three factors, namely: ideological values, family socialization, and need for achievement¹. That the motive of achievement may be traced from child-rearing practices that put much weight in work excellence and self-reliance training. Some entrepreneurial qualities include lack of interest in performing routine tasks or in high-risk situations, preference for involvement in moderate-risk areas in which skill and tactics are relied upon, desire for responsibility and strong measure of task performance. As McClelland points out, the entrepreneur, in contrast to the manager, is an achiever who is always seeking new challenges and not necessarily the conscientious, efficient worker.

In the article The Entrepreneur in Economic Change by Thomas C. Cochran, he agrees with McClelland's observation that child-rearing and education, which may be common to a given culture, play an important role in the character development of the entrepreneur.² It is through this manner that he learns the family attitudes of the class where he belongs, the ideologies and concepts of society, and the levels of tasks he must pursue. Entrepreneurs usually originate from the middle class and have a firm understanding of Christian moral values and parental guidance and authority. With the coming of Freudian thoughts; it was learned that a new group of business personnel is being trained with less fixed values, fewer securely attached principles, and greater possibility of being influenced by environmental conditions. Entrepreneurs are slowly being molded into flexible, organization-minded professionals. Newer, and even riskier, pursuits are exploited by him in order to satisfy a personal aim, but this may not necessarily be connected with the industry. Thus, the entrepreneur tends to maximize the usefulness and opportunities found in a given situation and, at that moment, be the most of what he can be.

The prominent changes that have occurred within the structure of modern private enterprise have come up with significant political issues. It is mentioned in the book Modern Capitalism: The Changing Balance of Public and Private Power by Andrew Shonfield that the profit-seeking entrepreneur is

capable of pulling down prices to the lowest level so as to be ideally compatible with economic production. The behavior of the entrepreneur contains some degree of automaticity.³ The entrepreneur controls his own physical and material destiny. For this very reason, private enterprise is highly recommended and promoted in some areas.

Methodology

The survey is conducted using the Delphi approach. Since this is a field study of Brgy. Barangka, Marikina, whose number of business establishments is pegged at 700, a sample of 72 respondents is taken from the vicinity. A breakdown of the occupation or background of the respondents is as follows:

Table 1: The Number of Respondents Representing Various Areas of Business.

<u>Nature of Business</u>	<u>No. of Respondents</u>
A. Wholesale/Retail Trade	40
Shoes & shoe supply	0
Sari-sari store	7
General merchandise	9
Drug stores	2
Other products (ex. leather, bakery)	22
Products at marketing site	0
B. Business Services	11
Banking, realty, etc.	3
Lessors	3
C. Community & Personal Services	21
Esteries	5
Amusement/Recreation	1
Dress/Tailor shops	5
Others (ex. car repair shops)	6
Barber/Beauty shops	4

Each respondent is personally interviewed. Judging from the interview schedule (see Appendix), the inquiries are designed to take information which may appeal to the objective or subjective mind. What is important during the interview is to be able to validate and synthesize the opinion of the respondent and consider it as truly his own. A personalized kind of interview is, without doubt, time-consuming. But one could hardly equate it with the knowledge gained from 72 unique contacts.

Barangka consists of the major sidestreets aside from the main artery of Marikina, Bonifacio Avenue. Forty percent of the respondents is each taken from the sidestreets while the remaining twenty percent is taken from the main artery. As observed, the best time to request for an interview is in the morning. We always find the respondents relax and witty.

The question may arise of how the study classifies small-scale entrepreneurship. One way is to note whether the business is a single proprietorship.⁴ This means that the establishment is owned and operated by one person. Another is to judge the firm according to the number of employees; however, this method is highly dependent on the type of business the respondent engages in. And still another is to verify the capital exposure or asset of the firm. In order to be time and labor efficient, this criterion has been inserted as part of indirect questioning.

As may be gleaned from Table 1, there is a sufficient distribution of respondents from each type or nature of business. The intention of this move is for us to thresh out a balanced result of opinions as representative of the small-scale enterprises. This is in keeping to our principle of fairness and equality regardless of status.

Chapter II

GUIDELINES OF THE RESEARCH

Conceptual Framework

1. apolitical: having no interest or involvement in political affairs; having no political significance.

The apolitical man is characterized by his preference in remaining apathetic or indifferent towards issues in society. He is one who would abstain from judging certain political matters in order to establish the grounds of neutrality and for an observer not to identify him with any side. An apolitical man is he who stays in social limbo. Though he is capable of weighing the pros and the cons of the situation, he would remain neutral perhaps for fear that if he sided with a, and after a period of time he realizes that a does not offer lasting prosperity and harmony, he would no longer be able to move towards b. Except for professional soldiers, the civilian who believes in maintaining the apolitical stand, to facilitate flexibility and neutrality, is one who is politically immature. That is a person who needs to be educated on the importance of political awareness and motivation so as for him to be a participant in the democratic build-up.

2. public official: a person, employed by the government, who is in possession of considerable amount of authority by virtue of his administrative position. What distinguishes the public official from the government employee is his decision-making

power at a certain administrative level. Being a decision-maker, a public official is called to be responsible, honest, and deliberate in his plans and actions. There are times when the public official is subject to the will of the people.

3. small-scale entrepreneur: a person who engages in business and is most often the sole proprietor of the firm. As Carroll places the entrepreneur in general: an innovator, risk-bearer, organizer of the factors of production, manager, or some combination of these.⁵ The small-scale entrepreneur, who is occasionally referred to as simply entrepreneur, is estimated to be the most numerous of its kind in the business sector -- the bulk of the business community, to be exact. These people are involved in almost anything for as long as the endeavor is legitimate: The entrepreneur need not be a specialist, meaning he has acquired skills for fixed purposes, but he should be highly resilient and perceptive in major decisions. An entrepreneur is said to behave similar to a weatherman for his ability to predict the onslaught of a coming storm and to forecast such prediction to his colleagues. It is only in trying that the entrepreneur could succeed.

Technique of Data Collection

Seventy-two small-scale entrepreneurs of Brgy. Santa Ana, Marikina are chosen as respondents. Forty percent of the respondents is each taken from the major sidestreets and twenty percent from the main road. Each respondent is separately

and personally interviewed to obtain his or her opinion on some aspects of interests. The average interview lasts for about 20 minutes. There are times when the respondent is hesitant in reacting to the question due to lack of knowledge on the topic. This is remedied by slightly altering the structure of the question and by giving a sample situation.

Variables

1. Independent:

a. profession or nature of business.

This refers to the professional or non-professional activities the respondent engage in as the main source of livelihood. There are three areas in which the small-scale entrepreneur is active: wholesale or retail trade, business services, and personal services.

b. ownership of land and other properties.

This refers to the wealth or source of income of the respondent. Although this portion may be crucial in the discussion; it is insignificant to our purpose since this could bring bias to our analysis wherein we would like to treat all respondents fairly and equally on the plain basis of being small-scale entrepreneurs.

c. age.

This characteristic carries weight whenever we presume that business, especially the ownership of the establishment, is confined only to mature individuals, and not necessarily entrusted to the younger generation. The ages of the respondents range from early 20s to late 60s. Most of the respondents is found to be born in the 1950s (i.e. between 30 to 39 years old).

d. sex.

This characteristic verifies the belief that the male is more dominant than the female not only in the political arena, but in the industrial sector as well. Of the 72 respondents, 49 are males and 23 are females.

e. place of origin.

This refers to the identification of the place of origin of the respondent before his subsequent transfer to Barangka. In order to simplify matters and save time, the study has categorized the respondents, based on their place of birth, according to urban or rural origin.

2. Dependent:

Opinions on some issues of which the respondents individually reacted to are taken to be neither true nor false and are considered to be brought by the knowledge, experience, relationship with others, and socio-economic/socio-political exposure.

Representativeness

I. Age:

The researcher would like to verify if the respondents, based on the age group, are properly distributed and representative enough of their respective age bracket. The mean age is determined to be 41.17 years old. From Table 2 we can see that most small-scale entrepreneurs belong to age brackets 30 to 59. The younger generation, those below 20 or between 20 to 29, are not satisfactorily represented in the survey in spite of the fact that they constitute a majority of the Marikina population.⁶ Is it then safe to presume that, with the mean age at 41.17 years old, the younger generation -- due probably to lack of experience, interest, and goal orientation -- is not entrusted the responsibility and thereby not given the opportunity to participate in the cycle of production? The behavior of entrepreneurs have been based on these four qualities: risk-taking, energetic and/or innovating activity, individual responsibility,

and knowledge of result of action (ie. focus on the outcome).⁷ The motive towards achievement runs high.⁸ However, nothing is mentioned about age -- that one should reach this level of maturity so as to be categorized as an entrepreneur. One should not underestimate the power of the youth in being dynamic and resilient. The youth is in fact one of the strongest catalyst of change. As manifested in the history of Thailand during the 60s and 70s, student demonstration was a turning point in the soldier-rule regime that brought the creation of the National Assembly and the recognition of political parties.⁹ To avoid delineating from the topic, it is proposed that the younger generation has possession of much entrepreneurial potentials, but is handicapped when it comes to the rudiments of the decision-making process.

Table 2: Age Distribution of Small-Scale Entrepreneurs Surveyed.

Age	Age Group of Respondent	Percentage	1985 Age Grp. Population
20-29	11	15.28	58,872
30-39	24	33.33	36,297
40-49	17	23.61	20,962
50-59	14	19.44	10,686
60-69	5	6.94	5,400
70 & over	0	0	3,026
below 20	1	1.40	124,563
TOTAL:	72	100.00	===

II. Sex:

As observed by so many, women have increased their participation and involvement in the industrial sector. The role of women in a social and cultural sense has been viewed in Philippine history as somewhat insignificant with the "Maria Clara" type as the symbol of womanhood. But today, the situation is different. The high and mighty who lords over vast resources is not always a man. If one is led to believe that behind every successful man is a woman, would it be possible for the same individual to conceive the reverse?

Table 3 presents that most of the respondents are males while less than half are females. It should be noted that Barangka is the only barangay in Marikina wherein the male population outnumbers the female to a small degree.¹⁰ Of the 72 total respondents, 49 are males and 23 are females.

Table 3: Sex Distribution of Small-Scale Entrepreneurs Surveyed.

	<u>Male</u>	<u>%age</u>	<u>Females</u>	<u>%age</u>	<u>Total</u>
Respondents	49	68.05	23	31.95	72
1985 Barangka Pop.	11,344	50.65	11,051	49.35	22,395

From the statistical analysis shown at the Appendix, we can conclude the following with regards to the representation of females in the survey:

- a. The 23 female respondents are not fairly representative of the Barangka population on the basis of sex.
- b. The males prevail over the females in small-scale

entrepreneurship.

c. A lesser number of women find interest in responding to the survey than men.

d. Although at the beginning of the survey there is no guarantee of equal sex representation, we learned that the male entrepreneurs are highly visible to the researcher (ie. physically present within the premises of the place of work) and confident in their views (ie. decisive and firm in stating yes or no on the issue) than their female counterparts. ~

III. Place of Origin:

Essentially, this portion would devote analysis of representativeness based on the regional origin of each respondent. So as to simplify matters and concentrate on our area of study, Table 4 shows a segregation of those respondents coming from Marikina or other urban area and those from the province or other rural areas based on their place of birth. More than half of the respondents comes from the rural area and later transferred to Marikina while about 45% of the other group can be called true Marikenians.

Table 4: Geographic Representation Based on Birthplace.

	<u>No. of Respondents</u>	<u>Wage</u>
Marikina or other urban areas	31	45.10
Province (rural areas)	41	56.90
TOTAL:	72	100.00

Geographic origin assists us in examining the socio-political perspective of our entrepreneur-respondents. Contrary to the notion that entrepreneurs are usually reared, raised, and developed in urban centers like Manila or Marikina, we see in Parangka a dissimilar view. A whole lot of respondents originate from the province. Most of the provinces where they come from are even way out of access to Manila, or possibly, Marikina. Successful industrialists, who usually narrate their plight from rags to riches, often come from the urban centers. A handful of the "provincianos" who made it to the top originate from rural areas which are accessible specifically to Manila, that is, not separated by natural barriers and possessed an internal communications system.¹¹ As an added observation, whether the entrepreneur comes from a nearby or far-away barrio, the crucial factor is almost always the means of communications.¹² It seems that without these networks, entrepreneurship could hardly thrive.

Filipino entrepreneurship strongly emerged during the 1950s. That is mainly the reason why this era has been often referred to as the "golden age of Philippine Manufacturing."¹³ It is worthy to note that in a study conducted among Filipino entrepreneurs in relation to their occupational histories and origins, most of the fathers of this group are self-employed; most of the first jobs of the entrepreneurs concerned are clerical or desk jobs, and most of the former occupation of these people are in a self-employed capacity.¹⁴

In order to clarify some points that pertain to the reason why the rural-raised small-scale entrepreneurs outnumber the urban-raised, especially in the case of Barangka, let us outline a few assumptions. As Carroll places it, the big city, meaning the urban center, cultivates from several who are raised in it the needs, ambitions, and awareness that can be realized through entrepreneurial success. This kind of culture extends outside the city, through various communication networks, to create a similar atmosphere of the needs, ambitions, and awareness in the rural areas. As a natural consequence, those who decide to migrate to urban centers are better adapted, attitude- and value-wise, in pursuing entrepreneurship.¹⁵

The measure of success, therefore, cannot be monopolized by the criterion of material wealth. The stages of preparation in being a genuine entrepreneur are matched by changes in attitude, value, behavior, and character so as to devote oneself in an unending, struggling work. Material wealth transforms from goal to consequence of the work pattern. The fruit of the labor remains unobtained and still unknown. In an analogy of some sort, genuine entrepreneurship can be likened to the function of the brain. It assimilates vast knowledge and power and peruses thoughts beyond ordinary imagination. It hones its advantage by keeping the edge sharp and always some steps away from the rest. But to what end no one knows.

From what has been given, we are able to deduce that

the birthplace of the entrepreneur is a serious aspect of consideration since this may provide the norms necessary in his field of work. The birthplace is an instrument of character and skill judgment.

IV. Occupational Distribution:

Table 4 gives an integration of the market share of the Barangka commercial establishments and the representativeness as per nature of business. Truly speaking, Barangka's level of commercial activity is a mere fraction as compared to other barangays such as Sto. Niño, Sta. Elena, Concepcion Uno, or Barang. ¹⁶ The reason is mainly due to its non-strategic location. Whereas the other four localities are found to be at the center of the district or in the heart of an industrial zone, Barangka is surrounded by residential homes in which commerce is kept at a low key.

The highest market share it has is found in the business services and, in terms of representativeness, the general merchandisers receive the top rank. Sellers of different products ranging from leather goods to food items are included in the heading "Other products"

The gross population density of Barangka, measured at 121 persons per hectare in 1935, runs comparatively high if sided with another locality, say, Barang (71 persons per hectare

with an area of 606 hectares).¹⁷ This indicates two important observations, namely: that Barangka, as a semi-residential area, is heavily populated most especially if we should note that its area is only 135 hectares and that Barangka, knowing its compactness, cannot evenly compete with bustling districts like Parang since the land area primarily caters to the needs of the people for shelter. Thus, the establishment of large-scale industries shuns away for lack of space. Small-scale entrepreneurs grabbed the commercial limelight, made courageous efforts to cooperate among themselves, and maximized the resources of their cramped locality.

Table 4: Percentage Share of Barangka Commercial Establishments in Marikina with their Corresponding Representativeness.

<u>Nature of Business</u>	<u>No. of Barangka Comm. Establ.</u>	<u>Total in 14 Brgys.</u>	<u>Percentage share</u>
A. Wholesale/Retail Trade	266	5154	5.16
Shoes & shoe supply	1	102	.93
Sari-sari stores	201	2858	7.03
General merchandise	10	605	1.65
Drug stores	3	70	4.29
Other products	51	932	5.47
Products at marketing site	0	587	0
B. Business Services	174	1831	9.50
Banking, realty, etc.	5	258	1.94
Lessors	169	1573	10.74
C. Personal Services	91	1618	5.62
Eateries	16	479	3.31
Amusement/Recreation	3	79	3.80
Dress/Tailor shops	13	154	6.44
Barber/Beauty shops	14	136	7.53
Others	45	720	6.25

	<u>No. of Respondents</u>	<u>%age*</u>
A.	40	15.04
	0	0
	7	3.48
	9	90.00
	2	66.67
	22	43.14
	0	0
B.	11	6.32
	3	60.00
	8	4.73
C.	21	25.10
	5	31.25
	1	33.33
	5	38.46
	4	28.60
	6	13.33

* in relation to the number of Barangka commercial establ.

Chapter III
PRESENTATION OF DATA

The Advantage or Disadvantage of Being Apolitical

Of the 72 respondents who are thrown the question whether in his or her own opinion being apolitical is an advantage or a disadvantage, 43 state that it is a disadvantage, 26 believe it is an advantage, while 3 abstained in answering. Among the 43 who consider the apolitical stature as a disadvantage, most reason out their desire for change. This change perhaps indicate their will and hope in finding a more complacent life. On the other hand, most of those who agreed that remaining apolitical is an advantage cherish their stand of non-involvement in politics, that in their suspicion, such involvement would only bring their eventual downfall. The researcher would like to point out that this choice is contrary to the later statements included in Chapter IV in which it will be mentioned that businessmen who are presumed to be apolitical primarily want to attain a level of flexibility and neutrality in the interest of their establishments. As shown in Table 5c, this argument comes only in second place.

Table 5a: Entrepreneurs' Response whether being Apolitical is an Advantage.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Yes	26	36.10
No	43	59.70
Abstain	3	4.20
TOTAL:	72	100.00

Table 5b: Entrepreneurs' Reason Why being Apolitical is a Disadvantage.

<u>Reason</u>	<u>No. of Responses</u>	<u>Percentage</u>
Desire for change	17	39.50
Lack of guidance/direction in pursuing business inter.	13	30.20
Worries for the future	7	16.50
Nationalistic sentiments	4	9.30
Sigh of cowardice	2	4.70
TOTAL:	43	100.00

Table 5c: Entrepreneurs' Reason Why being Apolitical is an Advantage.

<u>Reason</u>	<u>No. of Responses</u>	<u>Percentage</u>
Non-involvement in politics	12	46.10
Flexibility & neutrality of business interests	7	27.00
Satisfaction of present life	5	9.20
Unimportance of improving gov't relations	2	7.70
TOTAL:	26	100.00

The Mixture or Separation of Business and Politics

Forty-seven respondents choose not to mix business and politics while 25 say otherwise. The main reason given for separating business and politics is to deter graft and corruption. A very concrete example is the "palakasan" system. While for most of those who prefer mixing business and politics, they manifest their desire to improve business opportunities through an assured efficient performance on the part of the government agencies. In effect, the government facilitates progress as the industrial sector churns capital growth.

Table 6a: Entrepreneurs' Response Whether Business and Politics should be Mixed.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Yes	25	34.70
No	47	65.30
Abstain	0	0
TOTAL:	72	100.00

Table 6b: Entrepreneurs' Reason for Mixing Business and Politics.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Improvement of business opportunities	13	52.00
For progress & development	5	20.00
Acquaintance with the right connections	5	20.00
Self-interests to strengthen business establishment	2	8.00
TOTAL:	25	100.00

Table 6c: Entrepreneurs' Reason for Separating Business and Politics.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Grounds for graft & corruption	23	49.00
Concentration on profession	11	23.40
Exploitative; widens gap bet. fortunate & unfortunate	8	17.00
Generally unethical	5	10.60
TOTAL:	47	100.00

Political Ambition of the Entrepreneur

Most of our 72 respondents, who are given the chance to select the public office they would like to aspire for given

the proper time and opportunity, want primarily the position of Mayor, and secondarily that of the President. We found out that the reason why some respondents are disenchanted in being the Vice-Mayor is that they feel this position is specifically "decorative rather than functional". The Vice-Mayor, in their opinion, is figuratively a lapdog of the Mayor and has a relationship similar to the master and servant. The ideal platforms given are ranked below according to priority or importance.

Table 7a: Entrepreneurs' Choice of Position in Public Office.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
President	15	20.80
Senator	3	4.20
Congresswoman	4	5.50
Mayor	29	40.30
Vice-Mayor	1	1.40
Councilor	12	16.70
Barangay Captain	8	11.10
TOTAL:	72	100.00

Table 7b: Entrepreneurs' Choice of Ideal Platform Arranged by Rank (lowest to highest).

<u>Platform</u>	<u>No. of Responses</u>	<u>Ranks</u>
Love of God	2	1
Prevention of Graft	3	2
Unity & cooperation in gov't	5	3
Promotion of human rights	7	4.5
Infrastructure projects	7	4.5
Curbing of crime	15	6
Curbing of vices	15	7
Environmental improvement	16	8
Education & sports	21	9
Peace & order	37	10
Economic priority	50	11

On Class Protectionism

As expected, most respondents disfavor class protectionism by some bureaucrats with the strongest belief that this would only foment graft and corruption. While the others who vote favorably mention that this is a real political situation that the people must learn to accept since those in power ultimately intends to promote the interests and desires of his small circle of friends, relatives, and strangers. While those who stated that this would depend on the situation imply that class protectionism should be treated on a case-to-case basis.

Table 8a: Entrepreneurs' Response Whether Class Protectionism by Bureaucrats is Favorable.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Yes	3	4.20
No	67	93.00
Depends	2	2.80
TOTAL:	72	100.00

Table 8b: Entrepreneurs' Reason for Disfavoring Class Protectionism by Bureaucrats.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Elevates graft & corruption	51	76.00
Unequal opportunity for others	3	12.00
May lead to personal conflicts	5	7.50
Generally unethical	3	4.50
TOTAL:	67	100.00

The Call of Public Office

Thirty-seven of the 72 respondents agree that the call of public office is a form of public service to the nation and 23 others say that this service should include some personal gain such as prestige.

Table 9: Entrepreneurs' Response Whether the Call of Public Office is a Service to the Nation.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Yes	37	51.40
No, prestige	12	16.60
Both	23	32.00
TOTAL:	72	100.00

The Application of Entrepreneurial Abilities in Public Office

Only one of the 72 respondents does not believe that entrepreneurial abilities can be applied in public office. The others overwhelmingly agreed that these abilities can.

Table 10: Entrepreneurs' Response Whether Entrepreneurial Abilities can be Applied in Public Office.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Yes	71	98.60
No	1	1.40
TOTAL:	72	100.00

The Assessment of the Typical Government Official

Forty-seven of the respondents give positive assessment to the government official and most reason that this is

due to public service as his primary duty. On the other hand, 25 view negatively the government official and interpret him as basically corrupt. The result of this question relates to us that, in the opinion of small-scale entrepreneurs, the government official's standing remains satisfactory.

Table 11a: Entrepreneurs' Assessment of the Typical Government Official.

<u>Assessment</u>	<u>No. of Responses</u>	<u>Percentage</u>
Positive	47	65.30
Negative	25	34.70
TOTAL:	72	100.00

Table 11b: Entrepreneurs' Reason for Giving Positive Assessment to Government Officials.

<u>Reason</u>	<u>No. of Responses</u>	<u>Percentage</u>
Duty as public service	25	53.20
Highly qualified due to education & breeding	14	30.00
Improvement of image	5	10.60
Members of the upper class	3	6.20
TOTAL:	47	100.00

Table 11c: Entrepreneurs' Reason for Giving Negative Assessment to Government Officials.

<u>Reason</u>	<u>No. of Responses</u>	<u>Percentage</u>
Generally corrupt	13	52.00
Promotion of self-interest	5	24.00
No room for improvement	5	20.00
Ungratifying job	1	4.00
TOTAL:	25	100.00

The Shortcomings of the Present Political Structure

Below are some national issues that the respondents consider as obstacles to development. These are arranged by ranks from lowest to highest. As presented in Chapter IV, during the incumbency of Mr. Marcos, graft and corruption is the first in the agenda. However, as may be gleaned from the results, our respondents place at the top slot the deteriorating peace and order. Graft and corruption comes only somewhere in the middle. Is this an indication that our political structure is getting weaker and that graft and corruption is fast becoming a natural appendage of the bureaucracy?

Table 12a: Entrepreneurs' Choice of Disappointments or Shortcomings of the Present Political Structure Arranged by Rank (lowest to highest).

<u>Choice</u>	<u>Ranks</u>
Education	1
Vices (ex.addiction)	2
Graft & corruption	3
Infrastructure	4
Health & nutrition	5
Lack of Gov't unity	6
Inflation	7
Unemployment	8
Peace & order	9

Table 12b: Entrepreneurs' Suggestions on How to Resolve the Shortcomings of the Present Political Structure Arranged by Rank (lowest to highest).

<u>Suggestion</u>	<u>Ranks</u>
Development plans	1
Self-sufficiency	2
Lessen colonial mentality	3
Environmental improvement	4.5
Price control laws	4.5
Forced resignation of erring officials	6
Establish rehabilitation centers	7

<u>Suggestion</u>	<u>Ranks</u>
Employment priority to the locals	8.5
Free education	8.5
Establish vocational institutions	10
Strict enforcement of laws	11
Industrialization	12
Meeting & dialogue between people and officials	13

The Factors influencing Entrepreneurial Abilities

Thirty-eight of the respondents declare that the establishment of their firm is solely motivated by their own effort and patience. Thirty-three mention that a comparatively strong factor that has influenced their decision to be on their own is the family or cultural demand. While a single respondent utters that he is uncertain of what really moved him to be self-employed.

Table 13: Entrepreneurs' Response on the Factor Which has Influenced his Entrepreneurial Abilities.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Self-motivation	38	53.00
Family or culture	33	45.80
Uncertain	1	1.20
TOTAL:	72	100.00

Entrepreneurship as an Instrument of National Development

Almost all respondents agree that an important element that inhibits a viable environment for entrepreneurship is the

problem of capitalization or financial assistance. At the same time, others view that the government should "redesign" certain communities for them to concentrate on specialized industries. An example would be Marikina as the center of leathergood products while others would be manufacturers of component parts. A few believe that insufficient incentives offered by the government discourage, and not attract, would-be entrepreneurs.

Table 14: Entrepreneurs' Suggestion on How to Promote Entrepreneurship towards National Development Arranged by Rank (lowest to highest).

<u>Suggestion</u>	<u>Ranks</u>
Technology awareness	1
Friendly competition	2
Lecture/training seminars	3
Assistance from veteran entrepreneurs	4
Legal provision to protect business	5
Gov't incentives	6
Specialization of industries	7
Capitalization/financial assistance	8

Who Should Take the Blame When Public Policies Fail ?

In the point of view of 43 respondents, the lawmakers should take the blame primarily because of irresponsibility, lack of consultation with the people, unguarded implementation of policies, or pure carelessness. On the other hand, 27 say that the public should be blamed for it is not in the implementation of the law where we find the mistake, but in the inadequacy of the people to follow the law and the dissatisfaction

over certain policies which at first seem meaningful and favorable to them; however, in the end we find these policies faulty in purpose. As a result, people protest, bringing down the highlights of the policy.

Table 15: Entrepreneurs' Response Whether the Government Should be Blamed for Policy Failure.

<u>Choice</u>	<u>No. of Responses</u>	<u>Percentage</u>
Yes	45	62.50
No, the public	27	37.50
TOTAL:	72	100.00

Chapter IV

ANALYSIS OF DATA

The Case of the Apolitical Man

This matter has previously been mentioned as one of the major problems to be tackled. As pointed out earlier, the term apolitical has almost always been taken for granted, has been "mocked" often as a supposed state of neutrality capable of accommodating even the most opposite of ideas, and has been seen as a strong index of political immaturity. The purpose of this question endeavors to clarify the presumption that most businessmen, particularly the small-scale entrepreneurs, prefer to maintain an apolitical condition for the sake of business interests. In the point of view of the entrepreneur, does "non-identification" or "non-alignment" in a political system assure one of a continued pursuance of his business? Can we say that this is safe ground?

One hapless reality which we have not shattered as of this date is the phenomenon of power-peddling or "connections". As a handful of entrepreneur-respondent blurt out, without connections in the city, better still in the government agencies, one's appeal comes to hopelessness. Dealing with the government is crucial during the control periods of the entrepreneur.¹⁸ Only a speck of private firms could survive without government assistance. Craft and corruption have been rampant between government officials and businessmen to the point that

this anomaly is cordidly integrated in society. Cultivating the right connections may belong to the "dirty tricks department" of the entrepreneur so as to facilitate the "get-rich-quick" motive.¹⁹ But then again, entrepreneurs stand out among the crowd for being risk-takers and players in the game of chance.²⁰ It is the outcome of the act that counts. Thus, if the present business scenario calls for the right connections, what happens to entrepreneurs who are not mindful of this phenomenon and completely asserts staunch legal, rather than extra-legal, measures? As such, unique problems expect unique solutions. The study agrees that most small-scale entrepreneurs abide by the legal measures. A demonstrated advantage of this type of businessman is the personal touch he maintains in his firm and the tokens of rewards he gives out to productive personnel.²¹ In dealing with the government, can rapport and consultation be established with this kind of approach? Though this may be different from the rest of ways in relating with the government, it could prove to be effective in "befriending" the lighter or personal side of government than its serious, stern side.

During the discussion, focus is diverted on the following: the importance of right connections both in business- and government-affiliated matters though this may be viewed as somewhat unethical; the entrepreneur and his risk- and outcome-oriented frame of mind which could now and then be translated into the Machiavellian directive of "the ends justify the means"²²;

and the personalized aspect of the small-scale entrepreneur in ameliorating his relations with the government.

Business and Politics Working Hand-in-Hand

One way or another, this portion is related to the first in the sense that it investigates a common assumption among some entrepreneurs that business and politics should or could go together in order for progress to commence. However, others would contend this statement since business and politics, strictly speaking, are two separate and volatile entities and their mixture is intensely explosive. Still, a handful affirm that although business mixed with politics is theoretically disastrous, without such combination we cannot simply expect the development process to occur without unnecessary hindrances. While business strides to enhance productivity, politics is there to furnish and assure an effective and efficient path.

In spite of the negative attacks placed on the mixture of business and politics, there are also some honest points worth mentioning. To cite as an example, the Omnibus Investments Code (OIC) is one legislation that makes the business sector look at economic trends less than promising.²³ Since it has been enacted by an executive order, no doubt this OIC is legal and binding. For the entrepreneur, the biggest drawback of the code is that it favors foreign firms to dominate preferred areas for business while it further pushes out of the scene the locals.²⁴ Since the effect of the OIC is on a national basis,

How do we expect the Filipino entrepreneurs to "fight back"? Though one in business is not substantially expected to be active and deliberate in the political spectrum, it pays to muster additional clout. And in terms of our example, the major effect of the OIC, political clout is a prerequisite to secure and protect -- to some degree -- Filipino entrepreneurship. Without this, the threat of foreign domination wanders freely. Since others would persistently resist this belief, political clout can be achieved in the following suggested manners as learned from the government structure of Britain: creation of interest groups that would represent the confederations of employers and employees; creation of strong-willed cooperatives, trade unions, or other leagues; assistance towards cause-oriented organizations whose targets are issues of deprivation and reprisal.²⁵ These means are indirect political participation, but are watchful and ready measures.

As Golay observes in the work of Carroll with respect to the Filipino entrepreneur: "Filipino entrepreneurship is distinctly Filipino in its propensity to seek advantage through political institutions and processes."²⁶ What is meant perhaps by this statement is that our type of entrepreneurship provides a potential venue for the middle class, pinpointing to the entrepreneurs, in seeking political power. As one respondent wryly put it: "Business and politics -- these are the hot seats", underscoring the line of this discussion. The observation made by Golay needs to be qualified since, as may be gleaned from

the results of the interview, most respondents prefer not to mix business and politics with the consistent reason of trying to avoid, in a figure of speech, "poisoning the well". Philippine economic nationalism, particularly during the 1950s, has been identified as vigilant and aggressive by purpose ever since this movement has been influenced by nationalist political elites who are driven to achieve so as to gain foothold of independence and sovereignty.²⁷ This quest achieved its highest growth from 1961 to 1964 wherein the proportion of large enterprises controlled by Filipino ownership is 30.5% and that of small enterprises is 97.2% of the economy.²⁸ This attainment is mainly brought by the strong fervor in the business sector towards Filipinism as supported by a reinforced political nationalism. And such a dramatic experience can be brought back to present times with the concerted effort and cooperation of the businessman side-by-side the politician.

And so basically, our argument centers on the implication that, to some extent, the mixture of business and politics could indicate disappointment or miscalculation; however, we should not erase the thought and delimit our mind that the situation is an end in itself. We should bring back the time and remember past periods of economic glory when economic and political nationalism strengthened the social structure and defined aspirations longed for by the Filipinos. The glory called for the businessman and the politician to work and dream as one.

The Entrepreneur as a Politician

The inquiry is divided into two features: the first examines the position in public office an entrepreneur-respondent would want to aspire for given the proper social climate and opportunity; and the second reviews the ideal platform as visualized by the entrepreneur-respondent in his new role as a public servant. The researcher finds this portion of the paper as the most crucial component since it would informally gauge the ability and the willingness of the respondent to be a government official. There is only a shift in the role-playing of the respondent from a businessman to a public official. His persona or character as an entrepreneur remains virtually intact.

As part of the urban political movement, the small-scale entrepreneur -- alongside some minority groups -- perform functions that other institutions have served inadequately. These movements are the main vehicles which minority groups have utilized through collective political action.²⁹ From these movements come the evolution of the political party which is in itself an institution that links public service and government activities with the needs, demands, and interests of certain collective groups.³⁰ Urban political movements have actually allied themselves with pressure or interest groups that have very much tried to enforce change in the structures of the institutions and, at the same time, establish a political structure that is representative of the demands of the majority.

If the small-scale entrepreneur is pretty much a participant in the urban political movement, it is not impossible for us to view him as a new emerging political elite. In a capitalist context, there is a very powerful relationship between political elitism and economic development. The elites, in their endless struggles, are said to be seeking and forming new nation-states to pursue a genuine national development.³¹ As in the case of the USSR in 1917, a new Soviet elite was brought to life since there were newly organized institutions and techniques that needed direction from fresh economic and political leadership.³² To quote Tamb in his invigorating article: "Elites, in the process of reorganizing city-states, must work with materials provided them by history and within the social situation they inherit. Their success depends upon their ability to transform these inherited factors into a new system directed toward their new goal. The metropolitan center is a training ground for new elites, as it has been for oncoming generations of the old elite."³³

There are some vital facts that are worth mentioning at this point and that have been interpreted at a moderate level. First, the elite is a living integration of both political and economic power. To be a political elite also implies that one has a basic tendency to be an economic elite. It is only a question of which of the two comes first. In this respect, we are led to believe that, in reality, urban political elites are representative of the educated and professional classes.³⁴

Second, political elites, in their diversified social interactions, are catalyst of massive change in a given community. They are likewise the important prerequisites during the restructuring phases of some institutions. And third, political elites are bred in the city for it is presumed that they are in a central position to preside and control significant decisions.³⁵

Going back to the small-scale entrepreneurs of Barangka, how do we then "transform" them into the political elites who are capable of formulating and implementing the three facts given? Before anything else, is it truly a question of transformation? To clarify this point, it is possible for other individuals belonging to other statuses to behave and act like entrepreneurs. As a result, a politician, a physician, a teacher, or even a garbage collector may reflect some composition of real entrepreneurial behavior though his status is not, in the first place, that of the entrepreneur.³⁶ Another important characteristic of entrepreneurship is that it is probably inherent to certain individuals. It is only a matter of developing this asset and practicing it in real terms. A talent which is more than simply beneficial for national development.

At this juncture, let us agree in principle that the small-scale entrepreneur is truly capable of becoming a political elite, one who can motivate social, political, and economic change in a society given the opportunity for him to increase

resources and multiply social relations. That the entrepreneur is nothing more than a pot-bellied profiteer is a popular misconception that should be eradicated. It is a misleading definition and jeopardizes the purpose of the man. Since the Philippines is an underdeveloped country, the fundamental alterations required for entrepreneurship is a sluggish process that is difficult to accelerate through government policies due to one reason or another.³⁷ Let us not further inhibit the growth of the entrepreneur on the exact reason that for our nation to budge and recover politically and economically, the entrepreneur is a sort of redeemer:

Bearing the Brunt of Class Protectionism

This inquiry seeks to evaluate whether small-scale entrepreneurs, on the basis of the answers of the respondents, favor or disfavor class protectionism (or favoritism) that is done by some bureaucrats during their tenure in public office. Although the researcher has previously foreseen the probable outcome of this inquiry, that class protectionism is truly disfavorable, curiosity has brought us to think that it is also possible, at some given moments, that some respondents would choose otherwise due to some reason such as the promotion of business interests (even if an entrepreneur has turned to a career in public office), debt of gratitude, nepotism, and other habits that seem to be hardly breakable.

In line with our topic, during the period of 1939, 90% of all professionals in the city were composed of Filipinos and until the coming of newer professions such as engineering, in which American and Europeans crowded the field, the Filipinos were very much capable of rapidly improving Philippine economy.³⁸ This goes to prove that the pace of progress can be achieved by the Filipinos themselves with the proper training of both mind and talents. For one to prevent or minimize class protectionism, is it advantageous for the nation to substitute the cloak of entrepreneurship from the private individual to the government? Such a policy, though its intention is quite understandable, would create several drawbacks. First, the limitation of government resources ranging from specialized agencies to specialized personnel and the maintenance of law and order could be endangered due to the weakening of the government resources given additional duties. Second, the government, as the main source of economic development, throws enormous burden and threat to the quality of administration in terms of preparing and implementing public programs. And third, economic objectives could be mixed up with foreign policies and local distribution of political power.³⁹ Thus, a supposed solution worsens the disease called class protectionism and infects not only areas in the country, but the state of diplomacy as well. Entrepreneurship is then better left in the hands of the private sector. As the United Nations forecasted in the middle 70s, the world economy is in intense agony and cannot afford further mistakes in judgment.⁴⁰

Mr. Domingo Santos, Treasurer of the Barangay Barangk Chapter, shares his insights on how to quell or deter class protectionism. The conversation can be summarized as follows: a) forced resignation of erring officials as mandated by specific laws; b) penalty ranging from payment of fines to forfeiture of benefits, even to detention; and c) if the erring official persists in his misdeeds, a massive boycott and protest ought to kick him out.

The Entrepreneur In Public Office

This inquiry enables one visualize the entrepreneur-respondent in his new role as a public official and if he considers this role as a form of service to the nation or as a matter of prestige. There would definitely be instances in which both choices would inevitably overlap. Service rendered to the people adds to personal prestige.

An important concept that needs to be elaborated in the sphere of entrepreneurship is social responsibility. This concept, similar to leadership, is somewhat difficult to explain or write on due to its inherent ambiguity.⁴¹ The Philippine Business for Social Progress (PBSP), a social development foundation that the business community established in 1971, admits that there is great difficulty in defining what (corporate) social responsibility is all about which has led to the practice of the concept but for the wrong reasons.⁴²

As such, the PESP has adapted the following measures in order to spread in the business sector the essential benefits derived from social responsibility: a) social responsibility is an investment -- that resources should be invested responsibly in projects that would allow the firm to discharge its obligation to the public and likewise to realize returns for investments; b) it is sharing of resources -- the firm should allow fair access to the resources by others and decry unfair allocation; and c) it is part of the work ethic of the firm -- social responsibility should be woven and interlocked on the way the firm thinks and handles business, coopting business ethics and corporate values.⁴³ Perhaps, as the PESP has suggested, social responsibility should not only be motto; moreover, it should be way of life.

For the small-small entrepreneurs, social responsibility can be appreciated to a certain extent through the value of self-sufficiency, a goal similar to that of the PESP: "to help people who need help to help themselves".⁴⁴ There is huge value placed in being able to rely on oneself for livelihood. This is a beauty of access and control from which an individual shapes his stature from layman to entrepreneur -- a newly-found participant in the dynamic process of change. and if we could pass on this value of selflessness and esteem in the dank corridors of government, of social responsibility from corporate to governmental by function, of self-sufficiency in goal and purpose, then the nation would surely expand for the better.

With regards to the application of entrepreneurial abilities in public office, this inquiry would like to verify from the entrepreneur-respondent if their present capacity or ability as businessmen -- noting the interrelationships with others in the field -- is applicable in public office. This is to erase some notions from critics that entrepreneurs cannot "flex muscles" as government officials for the assumption that most are not brought up and educated with the task of being public servants in mind. Profit orientation will remain strong no matter what the entrepreneur's role is in society. As a direct result, this forfeits the central theme of public service. From the reactions of the respondents we can observe that most disagree to the statement.

Even if the main function of the entrepreneur is considered to be innovation, he enters several stages of development. At the early part, entrepreneurs are community-oriented, meaning that they are only aware of their impact on markets for labor and goods. While at the later stage, entrepreneurs become conscious of their specific industry as a whole, interested in technical progress, share of output, and standing. And at still later stage, entrepreneurs become nation-oriented.⁴⁵ The increase in his horizon has tripled in size and importance. National, cultural, and personal characteristics intervene to shape the persons of the entrepreneur and through him, the business enterprise.⁴⁶

Perhaps in the local socio-political arena, the spirit of nationalism carries a moving and driving force that helps spark the better sentiments in us to exert efforts that befits the struggles of our nation. As Tendero point out, "Nationalism itself demands appreciation for our very own, and belief in the superiority of that "very own" rationally conceived as such. To construe nationalism otherwise would reduce its role in integrating and unifying groups and communities".⁴⁷ Furthermore, nationalism is one of the strongest adversary of imperialism and colonialism. It is an assertion and affirmation of the right of the people-to political self-determination.⁴⁸ Thus, economic protectionism proposes an answer to the incessant trouble of developing countries and rapid Filipinization provides a well-built protection that may hurl yet shelter national interests.

For the entrepreneur to be in public office, one of his greater assets which can be applied to the fullest extent is his knowledge of results of actions. This implies a focus on the concrete outcome of complicated processes of action.⁴⁹ It is the innermost working of practicality and efficiency. Although at times knowledge of the results of actions is a source of anxiety since this is a proof of failure and thus, the outcome becomes discouraging.⁵⁰ Nevertheless, results are usually the best gauge of chosen actions and from them we would learn not to commit the same mistakes again or to be more responsible and honest in facing the truth. In the present political set-up, we often denounce public officials who speak more words than

actions and who commit themselves to promises they could seldom fulfill. The entrepreneur's image is that of the practical man, also known as a pragmatist. His actions are deemed to be cost-efficient and resilient to changes. If a situation in a community should ever go awry, the entrepreneur is assured to be in control and has mobilized contingency plans.

So if one day the government should happen to run an advertisement in this tempo: "Wanted! Alert, conscientious, and pragmatic personnel for the following high-caliber positions.... Salary negotiable," the entrepreneur, he who has borne both victory and defeat, is more than welcome to respond.

The Present Political Outlook of the Entrepreneur

There are times when it is interesting to ask ourselves how the business community makes out the political climate since its members need to keep abreast of news and trends. Again we see from this statement that the businessman, the entrepreneur specifically, has an edge over the rest if he maintains some amount of political outlook. It pays to move along the path of change for the retention of business interests. The inquiry probes the opinion of the entrepreneur-respondents with regard to the shortcomings or disappointments on the present political structure which for them should immediately be resolved.

During the 9th Business Conference, certain national

issues are raised that hinted at the economic difficulties businessmen find in government. At the top is graft and corruption, followed by national leadership and public apathy, capital flight, law and order, labor unrest, and accountability of government officials.⁵¹ These are the issues aired by businessmen during the Marcos regime and which have frequently come out in their dialogues. Nowadays, one major hindrance towards development is the insurgency problem.⁵² In addition, this problem seems to be rooted at the socio-political travails set particularly in the rural sector. Businessmen believe that unless the government checks and acts on the insurgency problem, the situation would definitely get worse and the country cannot obtain a fixed reading of the road to economic recovery.⁵³ There are several factors that could have brought the deepening of the insurgency problem, to name a few: land distribution, mass poverty, and the loss of faith in the government. As Francisco Tated, a seasoned politician, comments: "The insurgency will not vanish for as long as it is perceived to be the one able to offer the more persuasive analysis of the ills of the nation and propose radical solutions to them. The tide will only turn when the government realizes that it is no longer time for cosmetic solutions and begins to propose solutions as radical, as if not more radical than, what the Marxists are offering".⁵⁴ Labor unrest comes only second to the insurgency problem.

Schumpeter consistently outlines the entrepreneur as

one who carries out innovation through action and one who could hardly be distinguished from the head or manager of a firm.⁵⁵ I quote from this great man of Economics: "Nobody is ever an entrepreneur all the time, and nobody can ever be only an entrepreneur. It is leadership rather than ownership that matters".⁵⁶ This would mean, in the normal analysis, that the entrepreneur as an innovator cannot remain in this position throughout his life. He cannot always be the founder of an industry. The entrepreneur has and must face his own limitation. Thus, it is theoretically presumed that entrepreneurship does not form a social class of its own due to the fact that participants may come from all walks of life and that participants may wish to vacate entrepreneurship after a period of time for another career. With these conditions, what better career is there for the entrepreneur than to join the government force and share with this institution his knowledge, skills, and experience so as to collectively arrive at national development? This, for sure, the government would appreciate. By then, the entrepreneurs would be the building blocks of progress and policy implementors of prosperity. Therefore, it is necessary for us to evaluate the disappointments the entrepreneurs find in government today, the socio-political "wounds" that have waited for so long to be treated with the proper medication.

The Coming of the Entrepreneur

What factor influences the entrepreneur to pursue his

endeavor? Is it self-motivation, by which he is directed and driven by some opportunities to realize an ambition, or is it brought by external factors such as cultural or family demands? This is a necessary item of the survey to consider especially when we should constantly remind ourselves that the Filipino entrepreneur is a unique breed.

Consisting of people who are practical and independent, among other characteristics, small-scale entrepreneurship is a necessary ingredient so as to, in a manner of speaking, put more flesh on the skeleton of industrialization provided by larger units.⁵⁷ That the small-scale industry could essentially produce entrepreneur-managers necessary for rapid industrialization should not be given any second thought. This type of industry is seen to be flexible, efficient, and better-adapted if it is given to the supervision of private enterprises rather than government institutions.⁵⁸ From here we may discover that the strength of small enterprises lies in its flexibility, adaptability, close personal relationships, relative freedom from bureaucratic hassles, and attendant overhead costs.⁵⁹ Indeed, if only our small-scale entrepreneurs are aware of the power vested in them. The humility within them hides this fact. As we have shown, this is the only group in present-day society capable of unlocking the economic puzzle of industrialization.

Another description of social responsibility is that the success of business is not only linked to short-run profits,

but also on the ability of the entrepreneur to manage a profitable business that caters to the needs of society and participates in the active improvement of the community.⁶⁰ In another way, social responsibility integrates human values with the ethics of business. There is a tendency to tame business and make it more humane. As a review of past discussions, we have ventured in citing the entrepreneur as a risk-taker, a player in the game of chance, an independent, practical, and responsible person, an innovator and catalyst of change, and a man who expects results from actions.

The Center for Entrepreneurial Studies and Development (CESDEV), an institute found in one of the southern universities of the country, gives four types of interrelations among culture, personality, and entrepreneurship:

- a. Personality traits needed for entrepreneurship are directly related to the enterprise types and their phases of development, while cultural factors are indirectly related to them. Personality is an intervening influence whose effect on entrepreneurship is more overriding than cultural factors.
- b. Culture, which takes on the role as a mediating factor, directly influences entrepreneurship.
- c. Culture and personality as competing, not complimentary, influences directly associated with enterprise types and phases of development. Culture and personality are related to each other and neither is considered a cause nor effect of the other.

d. Culture and personality are not mutually related to each other although they are equally treated as antecedent variables of entrepreneurship. Personality plays an intervening role while cultural influences exert both direct and indirect impact on the kinds and phases of enterprise.⁶¹

Towards National Development

This inquiry investigates the opinion of the entrepreneur-respondent on how to promote and enhance small-scale entrepreneurship in order to attain the first flight of steps towards national development. It is therefore significant to ask those in the industrial field for their suggestions which the government should accommodate at the soonest time.

In international economics, the question of compensation contemplates the case of the expropriation of a foreign company's assets on a Third World country.⁶² Simply stated, the real difficulties involved in compensating Third World nations are political in nature such that there is a serious consideration given to balance of power, racism, and other legalities.⁶³ Thus, all things boil down to the single debate that on the aspect of national development, dependence on foreign assistance has attachments or loopholes that seem to be, in the final analysis, as destructive rather than constructive in the development stage. Is realpolitik truly a dominating factor to the extent of affecting a motive that is generally beneficial to

the people as a whole though this motive may pose conflicts, if not threats, in the policy process?

return to the illusion provided by the social responsibility of the firm as a member of society, it is its tacit obligation to consider actions that protect and improve the welfare of society along with its non-interests. The desired effect is to enhance to some degree the quality of life.⁶⁴ For entrepreneurship to thrive and be the fundamental unit towards national development, there are some measures which both the public and private sectors should undertake, such as: training courses, self-education aids, self-improvement techniques, research service, and leadership seminars.⁶⁵ Through these means and the cooperation of all parties concerned, the attainment of growth is plainly just around the corner.

Chapter V

CONCLUSION

The early part of our discussion deal with the character and area profile of our respondents, notably their representativeness of the small-scale entrepreneurs. The results of the variables taken can be summed as follows: the average age of the respondents is 41.17 years old, an age which is appropriate for the small-scale entrepreneurs; 68% of the respondents are males and 32% are females; even to a limited extent, almost all small-scale commercial establishments of Barangka have representation when the survey was conducted; 57% of the respondents are raised in the province and 43% are city-dwellers ever since their birth. As shown by these data, it is safe to presume that the research is representative of the small-scale entrepreneurs.

Contrary to the belief of others, it turns out that a greater number of small-scale entrepreneurs find political awareness and participation as an important aspect towards change. That the case of the apolitical businessman, who lingers in a zone of political neutrality, is a misleading image which construes nothing more than baseless accusations.

Although to be apolitical is not their stand, small-scale entrepreneurs affirm that there should be a strict

separation of business and politics firstly in order to inhibit graft and corruption and secondly, to concentrate and strengthen one's professional field.

The elite of society is the beholder of political and economic power. As such, though some entrepreneurs are hesitant accepting it, political ambition -- which may at first be negligible or undeveloped -- is part of the entrepreneur's non-immediate goals. The point is that it is listed in his agenda. One reason why small-scale entrepreneurs would like to be chosen as Mayor; given the proper time, climate, and opportunity, is because of their community orientation. This has been mentioned as part of the early stages of entrepreneurial development. Hence, the small-scale entrepreneurs, belonging to this stage, seek to improve primarily his surroundings and later on, the larger periphery. His circle of control and jurisdiction expands according to the betterment of his experience, knowledge, and skills.

Small-scale entrepreneurs disfavor the class protectionism held by some public officials. This is a self-destructing choice of living yet it prevails considerably in present times. It elevates not only graft and corruption, but also the tension between the private sector and the bureaucrat. One cannot expect prosperity with this kind of situation at hand.

The call of public office is generally viewed as generally

a service rendered to the nation. In a sort of way, this is the contribution of the entrepreneur to improve and stimulate social welfare and to practice, to the fullest stretch, social responsibility.

Several believe that the government official today should not be condemned and be accused of wrong doing for the simple reason that they are in authority in government. Despite the fact that the evidences of graft and corruption are not concealed elements, the present public officials are still respected and admired for their duty and responsibility as servants of the nation that call for a lot of challenge and sacrifice.

Peace and order is a major issue wherein small-scale entrepreneurs expect much improvement. Violent disruptions often overtake the public and private sectors on the road to democracy and advancement. With the government stressing on this improvement, small-scale entrepreneurs are confident and optimistic that the items on the economic and political scale will gradually move upward.

As characterized by their colleagues in the local market, small-scale entrepreneurs are, in general, self-motivated in the establishment of the firm as the foundation in an industry. Even with family or cultural, the coherent for action is normally decided upon by the entrepreneur himself. The

decision-making process is one of the factors which brings entrepreneurship a notch higher than the rest of the professions.

The lack of financial assistance provided either by the government or the private sector is the discouraging basis why entrepreneurship could hardly be pushed to a national category. Without sufficient capital, businessmen fear to venture uninhabited jungles in society plus the possible non-realization of returns for investments.

Most entrepreneurs blame the government whenever public policies fail. The main reason is that the government has command responsibility over all policies and must effectively implement these directives under maximum supervision. Loosening the iron grip may lead to policy failure which would then cause unnecessary expenditure, waste of time, and tarnish on the image of the public servant. Entrepreneurs emphasize on the importance of direct, man-to-man supervision by utilizing fully the resources and skills of government agencies.

One of the objectives of this paper is to prove the thesis that small-scale entrepreneur is the model figure of a public official. From the summary of our discussion, this objective has substantially been met. However, the researcher confesses that there might be other areas of interest that could have been omitted due to the constraints of limited resources. It should be understood at this point that our approach

towards small-scale entrepreneurship has been restricted to an area study of Brgy. Barangka in Marikina, which the researcher found to be a most suitable location to conduct a survey pertaining to the prominent participants of the small-scale industries. It is possible to derive slightly different results from other areas due to a new setting, environment, and people. We should treat this statement more as a limitation than a consideration. We stand steadfast in the belief that Brgy. Barangka provided results that are more than enough to represent the voice of small-scale entrepreneurs with regards to their socio-political perspective:

Therefore, it is affirmed that the small-scale entrepreneur is the model figure of a public official.

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Appendix A

Interview Schedule:

The purpose of this questionnaire is to provide supplementary data for a reasearch study on the socio-political perspective of small-scale Filipino entrepreneurs. It would very much be appreciated if your response to the question is straight, honest, and objective. The results of the inquiry shall be treated with confidentiality.

1. As a businessman knowing the present political climate and condition of the government, do you believe that being apolitical is an advantage or disadvantage? Please elaborate.

() Yes Reason for your response:
 () No
 () Abstain

2. Contrary to popular belief, do you believe that business and politics should mix?

() Yes Reason for your response:
 () No
 () Abstain

3. Given the proper time and correct opportunity to run for office, what would be the highest position you would like to attain?

() President
 () Senator
 () Congressman/woman
 () Mayor
 () Vice-Mayor
 () Councilor
 () Barangay Captain
 () Others: _____

4. Please state your ideal platform or intention.

5. Do you find it justified that the interest and well-being of certain individuals are protected by some public officials whose purpose is to serve the people?

6. Do you view the call of public office as a form of public service or as a matter of prestige?
- Public service
 - Personal prestige
 - Both
 - Abstain
7. Do you agree that entrepreneurial abilities may be displayed or applied in public office?
- Yes
 - No
 - Depends
 - Abstain
8. What is your character sketch of a typical government official?
- Positive character Reason for your response:
 - Negative character
 - Abstain
9. Please state some disappointments or shortcomings you observe in the political structure of today.
10. If you were a politician, how would you resolve these shortcomings? Please give some suggestion.
11. Which of the two directly influenced your abilities as an entrepreneur: personality (self-motivation) or culture (family demand)? Please elaborate.

12. How would you advise the government in keeping up the growth of entrepreneurship as an instrument towards national development?

13. When public policies fail, who should take the blame?

- The lawmakers (government officials)
- The people or public in general
- Others: _____
- Abstain

Reason for your response:

14. Details of the respondent:

- a. Name:
- b. Office:
- c. Position:
- d. Date of birth:
- e. Place of birth/
- f. Observations of researcher:

Appendix B

Determination of the mean age of the respondents using the frequency distribution table.

LCL	UCL	x_i	f_i	%age	Cum. f_i	Cum. %age
20	29	24.5	12	16.68	12	16.68
30	39	34.5	24	33.33	36	50.01
40	49	44.5	17	23.61	53	73.62
50	59	54.5	14	19.44	67	93.06
60	69	64.5	5	6.94	72	100.00

note: single respondent aged below 20 has been incorporated as part of the first interval.

$f_i x_i$
<hr style="width: 100%;"/>
294
828
756.5
763
322.5
<hr style="width: 100%;"/>
2964.0

$$\bar{x} = \frac{2964}{72}$$

$$\bar{x} = 41.17 \text{ years old}$$

Appendix C

Test whether the females are fairly represented.
(pls. refer to Table 3 for data)

1. $H_0: p = 49.35$
2. $H_1: p \neq 49.35$
3. $\alpha = .05$
4. c.r. $z = 1.64$
5. computations
 - a) $.3195 - .6805 = -.361$
 - b) $\frac{(.4935)(.5065)}{72} = .059$
 - c) $\frac{-.361}{.059} = \frac{.361}{.059} = 6.12^*$
6. decision: Since 6.12 is in the area of rejection, reject H_0 .
7. conclusion: the 23 female respondents are not fairly representative of the Barangka population on the basis of sex.