필리핀 마닐라에 선정된 일류기업의 필리핀 여성 경영인의 개인적 가치 판단과 경영방식

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Personal Value Orientations and Management Styles of Filipino Female Managers of Selected Top Corporations in Metro Manila

Abstract

이 연구는 필리핀 마닐라에 있는 일류기업의 필리핀 여성 경영인의 개인적 가치 판단과 경영 방식의 관계를 정확하게 지적하고 있다.

연구자는 이 연구가 여성 매니저들이 더 객관적고 재정비된 새로운 경영 방식에 대한 시각을 얻게 해 주고 더 나은 영향력있는 사실에 대한 이해를 획득하게 하기를 원한다.

가정의 결과는 다음을 보여 준다:

1. 필리핀 여성 경영인의 개인적인 가치판단은 그들이 속한 산업에 따라 비교될 때 상이하지 않다.
2. 필리핀 여성 경영인의 경영 방식은 그들의 가치 판단에 비교될 때 상이하지 않다.
3. 경영 방식은 그들이 속한 산업의 형태에 따라 비교될 때 상이하지 않다.
4. 경영인의 개인적 가치는 그들의 경영 방식과 유사성이 없다.

Ⅰ. Introduction

In personality assessment, a female manager maybe described by what she char- acteristically does in particular situations. She may be described in terms of her basic motivational patterns or the values that she holds. Generally, a person's values may determine to a large degree what he does or how well he performs. His immediate decisions and his life goals

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are influenced, consciously or unconsciously by his value system. His personal satisfaction is dependent to a large extent upon the degree to which his value system can find expression in his everyday life. The presence of strong, incompatible values within the individual or conflict between his values and those of others, may affect his efficiency and personal adjustment.

Values are conceptions, explicit or implicit, distinctive of an individual or characteristic of a group of the desirable which influences the selection from available modes, means and ends (Redfield, 1962).

Values involve deep emotional commitments to certain cognitive views of value objects; they stand behind rational social action and are the engines of human activity in so far as the activity is social (Means, 1970).

How values function in an organization is best understood by knowing the organization structure.

The stability, dynamism and growth of an organization are largely determined by the quality of leadership and approach that permits it. Management approaches of managers have an overwhelming effect on the morale and productivity of their people. Efforts to understand and clearly define what the management styles of Filipina managers are, particularly today's situation where men and women play equal roles and take advantage of the same opportunities in every aspect of economic progress. A manager's job is inherently complex and much more so if the manager is a lady executive. She finds the task more complicated not only because of probable differences in perception with her more experienced colleagues about what a managerial job is, but also because of new developments in the field of management. Gaining insights into probable differences in role perceptions and values of the Filipino female manager will help provide a perspective in which decisions and actions are made.

The role of managers is expanding, as indicated by the rise in relative importance of people, innovation and productivity (Newman, Warren, and Mc Gill, 1987).

This study looks into the management styles applied by the Filipino female managers of selected top corporations in Metro Manila and their relationship to managers' personal value orientations. The researcher believes that the study contributes to the proof that women do

play an important role in an organization's success.

Ⅱ. Literature Review

Much has been said and written about women executives. Some of the literatures focused on the circumstances barring women to enter into managerial positions. Ellen Anderson (1984) has vividly described the circumstances by stating that the traditional upbringing of women and the barriers of a male-dominated world are keeping women out of management. She further asserts that those who fight most vigorously for equal opportunity, including a rightful place in industry, are themselves no longer involved in it but operate from the corporate safety of position in education, universities, politics, and so on. After achieving a measure of success in their careers, too many women seem to opt out of the stresses and strains of industrial life. Another common belief is that men are emotionally more stable than women- that women are vulnerable to drastic changes of mood than man. One reason for this stereotype of feminine instability may be that traditionally a woman's expression of the emotions of fears,

anxiety, grief, disappointment or pain has been more socially acceptable that it has been for men.

In fact our social climate changes already. Prejudices are at least recognized for what they are, and some countries have legislated for equal pay and equal opportunity.

James Owen (1982) pursued the subject on management styles, opines that only a manager can decide which style suits him best and concludes that leadership is still an art, despite the efforts of social science researchers to make it a science. He identifies manager's leadership style as he deals with his particular environment. McClelland and Burnham (1982) believed that the best managers are motivated less by a need for power, a concern for influencing his subordinates. This kind of manager created high morale because he produces the greatest sense of organizational clarity and team spirit. Carlisle (1982) held the view that the key factors in a situation often determine which management style will be most effective. Uris (1982) holds the view that leadership techniques should be keyed to individual personalities and group attitudes.

Levinson's (1980) thesis asserts that the power relationship of a business cannot

be ignored with impunity by an executive. The problem for the manager is how to lead in order to ensure his organization's survival; in turn the organization's survival ultimately depends upon its internal efficiency.

Marty-Johns (1980) posed the question: Does the culture in which the organization operates determine the best way of managing or affect the manner in which managers manage?.

In highly differentiated modern societies, such diversity of values is compartmentalized in the major specialized institutions (kinship, stratification, economy, politics, education, science, religion) and contradictions and incongruities are often dealt with by specialized collectivities and social statuses.

Values constitute what Vickers (1968) called an appreciative system. The total set of effective-conceptual criteria for preferential behavior is essential not only dealing with the world but is constitutive of an enduring society. He further stressed that any society that any society must change in its value constitution to cope with changing adaptive problems, yet it must retain coherence in its appreciative system.

Tannenbaum and Davis (1970) opined

that one of the most important tasks facing all managers is the continues effort to gain a clear understanding of the values that form the supporting foundations of the procedures and strategies they employ, to achieve the organization's objectives.

In a comprehensive survey of studies relating to values and attitudes, Brayfield and Crockett (1968) were interested in crystallizing general relationship between general employee attitude and performance. Likert (1967) claimed that the employees produce more than under closer supervision. He presented that when subordinates realized that management was pushing through the new policy, they automatically increase production. Norfleet (1968) made a study on the differences in mode of interpersonal relations and self-perceptions as measured by the California Psychological Inventory and Adjective Checklist between high ability senior women who were academic achievers and academic misachievers.

Aleta, Silva and Eleazar's (1977) study was about the profile of Filipino women based on existing literary types and in relation to their physical well being, domesticity, education, economic, legal, social and political statuses.

A socio-economic profile of the Philip-

pines served as a framework of investigation. A brief historical perspective of women in the Philippine society served as background material. Graves (1981) identified same levels of value systems as existential, manipulative, sociocentric, egocentric, reactive and conformist.

Daza (1972) conducted a normative survey research which aimed at ascertaining the management behavior of executives in Iloilo City. In the Western world, as (Pascale, 1978) mentioned, ambiguity in reference to sensitivity and feeling is alleged to be female. (Whitsett, 1980) in his review of some theories of management, had several numbers of integrative assumptions dealing with employees' desires vis-à-vis their skills; organizational environment; employees' reactions and their effects on the organizations.

(Owens, 1982) opines that only a manager can decide which style suits her best. He concludes that leadership is still an art. Leadership is still an art, despite the efforts of social science researchers to make it a science. (Golightly, 1982), another researcher on management styles, mentioned the problem of change. According to him, change in style can be difficult in most cases. A manager cannot avoid restraining his fundamental character. He

can adopt a different style and alter the things he does. People who deliberately change their behavior over a period of time wind up with changed attitudes.

Some managers make the mistake that a change in style cannot be effected without a change in one's basic nature. A manager cannot avoid restraining his fundamental character but if he is conscious of the need to adopt a different style, he can alter the things he does and the he does them to considerable advantage.

McClelland (1980, November) believed that the best managers are motivated less by a need for achievement than by a need for power, concern for influencing his subordinates. Carlisle (1982, March) held the view that the key factors in a situation often determine which management style will be most effective. Values are complex pre-codings that are results of learned fusions of cognitive- conceptual with imperative elements. (Williams, 1968)

Ⅲ. Problem Identification

This study aims to look into the personal value orientations and management styles of Filipino female managers of selected top corporations in Metro Manila.

3.1 Sub-problems

(1) What are the personal values of the Filipino female managers as determined by Gordon's Personal Values?

(2) What are the management styles of the Filipino female managers by dimensions of the Managerial Grid?

(3) What is the overall management style of the Filipino female managers?

(4) How do they differ in their personal value orientations when compared according to the type of industry they belong?

(5) How do female managers differ in their management styles when compared according to their personal value orientations?

(6) How do they differ in their management styles when compared according to the types of industry to which they belong?

(7) How do female managers' personal value orientations affect their styles of managing different situations?

The study embarks on the following concepts:

(1) That manager is the dynamic, life-giving element in every business and without his/her leadership the "resources of production" remain resources and never became production. The leadership style depends to a variety of factors inherent to the individual manager such as his personal value orientations, motivations, training, skills and the environment (Drucker, 1984).

(2) That the style of management of a manager affects the motivation and behavior of employees-thus it involves the expectancy theory where motivation is determined by expectancies and valences (Steers, 1984).

(3) That the style of management could be gauged through an instrument called the Managerial Grid (Kreitner, 1986).

3.2 Definition of terms

Value- is the object of a positive attitude, goal and the vision of which motivates him to action (Bulatao, 1964).

Personality-refers to the integration of all traits which determines the role and status of the person in society (Borgotta and Lambert, 1968).

Managers-are those who administer,
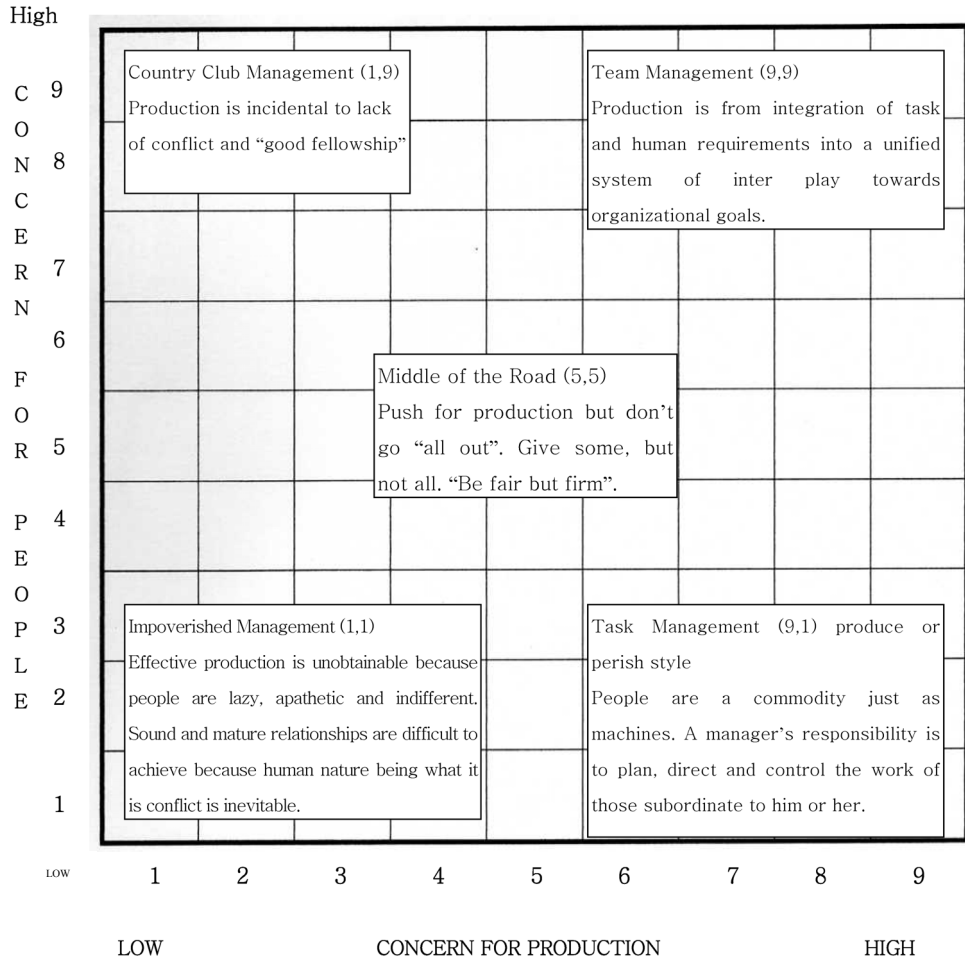
[Figure 1] THE MANAGERIAL GRID(Blake and Mouton, 1978)

mobilize, direct the operations of an enterprise within an established framework of structure and determine the corporate goals, plans, strategies and operations.

Management Approaches-is synonymous to managerial styles of eliciting desired actions from his subordinates and embraces the characteristic methods em-

ployed in managing.

Management-is a process involved in getting things done with and through people. The functions are planning, organizing, directing and controlling (Thompson Jr. and Strickland Ⅲ, 1984).

Managerial Grid-refers to the combinations of concern for production and concern for people and attempts to increase attention to both variables, developed by Blake and Mouton who offer insights into leadership styles.

Profile-refers to a group of data representing qualitatively the extent to which an individual exhibits abilities or traits as determined by tests.

Middle Manager-as used in this study means female employee occupying position like department heads, branch managers and chief officers.

Type of Industry-refers to commercial, service and manufacturing concerns.

Ⅳ. Hypotheses

H_1: Personal value orientations of female managers do not differ when compared according to the type of industry they belong.

H_2: Managerial styles of the Filipina managers do not differ when compared according to their personal value orientations.

H_3: Managerial styles of female managers do not differ when compared according to the type of industry they belong.

H_4: Manager's personal values do not have any bearing with their management styles.

Ⅴ. Methodology

1. Research Design

The research methodology used in this study was the descriptive method because it purports to obtain facts about the personal values and management styles of Filipina managers.

2. Population and Sampling Scheme

The population was drawn from the 85 corporations in Metro Manila. Women managers were drawn from 85 corporations which were stratified into manufacturing, service and commercial. The samples drawn from each category were purposively chosen. The researcher se-

lected the department heads and branch managers.

3. Description of subjects

Two hundred (200) respondents constituted the subjects of the study. Respondents' personal profiles are in terms of their age, marital status and their respective positions.

4. Instrumentation

The study used standardized questionnaires which compose of the following parts:

(1) Survey of Personal Values developed by Leonard V. Gordon and published by Philippine Psychological Corporation, which include the personal data of the subject.

(2) The Managerial Grid- a self evaluation of managerial styles.

Instrument 1: Survey of Personal Values- which was developed by Gordon measures the dimension of values of a person such as practical mindedness, achievement, variety, decisiveness, orderliness and goal orientation .To identify the personal values, the weighted scores of SPV were computed and converted into percentile .Scores were grouped according to the following categories:

Very High	94-99
High	70-93
Average	32-69
Low	8-31
Very Low	1-7

Instrument 2: The Managerial Grid Instrument is a foreign-based standardized instrument developed by Robert R. Blake and Jane Mouton to measure the managerial styles of respondents. It contains 20 dimensions. Reaction to the five theoretical management situations under its dimension reveals action that is typical of the subjects' managerial styles.

Their behavior in this situation is ranked and then scored in the grid area that best describes the style of the respondent. The situation under each dimension was posted on the columns of a separate scoring sheet. Ranks in each column were added to determine the managerial style manifested by the manager.

5. Data Gathering Procedures

The gathering of data was started by the preparation of the list of Filipina man-

agers of each corporation per type of industry in Metro Manila.

The directions for answering the questions were in the form of written instructions included in the questionnaires. Clarifications and additional instructions, when asked for by the respondents were monitored and entertained by the person conducting the survey. Time control or limitation with respect to reverting back to researcher could not be imposed on the subject because of their status.

VI. Statistical Treatment of Data

Each protocol was scored, following the scoring procedure of the Personal Values Survey and Managerial Grid. Frequency distribution, percentages, means, critical ratios Chi Square Test were computed to answer the sub problems and hypotheses.

The following formulas were used:

• Percentage

$$\% = \frac{n}{N} \times 100$$

Where:

  % = percent

  n = number of classifications by respondents

  N = total number of respondents

• Rank

This is used when differences among individuals cannot be measured directly. The lower the number the higher the rank.

• Chi Square (Estolas and Boquiren, 1973)

$$X^2 = \text{Summation} \ \frac{(\text{fo} - \text{fe})^2}{\text{fe}} \ \text{with (K-1)}$$

  (K-1) dif.

Where:

fo = observed results

fe = expected results

K = number of categories in each row or column

VII. Summary of Findings

Problem 1: Personal Values of the Filipina managers by Dimension.

Most of the Filipino female managers registered percentile scores described as high in practical mindedness(40%), average in achievement (52.50%), average in variety (49%), high in decisiveness (41.50%), high in orderliness (45%) and average or

high in goal orientation (41%).

Problem 2: Management Styles of Filipina Managers by Dimensions.

• Planning

Fifty three or 26.50% of the female managers practiced the Team Management Style, followed by 45 or 22.50% of the managers who practiced the Country Club Management Style. The least preferred style was the task management style.

• Execution

Fifty one or 25.50% opted the Middle of the Road while 43 or 21.50% depicted the Country Club Management Style. Team Management Style was practiced by the 39 female managers.

• Follow-up Dimension

Forty seven or 23.50% exhibited the Middle of the Road while 45 or 22.50% showed preference to Team Management Style. The smallest group opted the Country Club Management Style.

• Reaching Decisions that Affect Others.

Task Management Style was displayed by 47 or 23.50%, followed by Team Management (21%). Impoverished Management Style was practiced by 36 (18%) and the least is Middle of the Road, which is 35 (17.50%).

• Use of Meetings When I am Responsible

Fifty one (25.50%) practiced the Impoverished Management Style, while 41 (20.50%) preferred the Country Club Management Style, followed by Middle of the Road and the least was Task Management Style (17%).

• Managing Mistakes by Subordinates

The most practiced style was the Middle of the Road (24%), while the first back-up was the Country Club Management Style (17.5%). The least preferred was the Team Management Style (16.50%).

• When Subordinates Get Into Open Conflict.

Forty nine (24.50%) practiced the Country Club Management Style while the least practiced was the Task Management Style as shown by 36 (18%) of the female managers.

• When My Decision is Challenged by the Subordinates

Task Management Style was practiced

by (26.50%), followed by the Middle of the Road with 43 (21.50%). Twenty five (12.50%) opted for the Team Management Style.

• Receiving Suggestions of New Ideas from Subordinates.

Fifty two (26%) practiced the Task Management while the least is Middle of the Road (15%).

• Reactions to Information Required by Subordinates

It is so resentful that (26%) opted the Impoverished Management Style while Task Management was practiced by 40 (20%). Country Club Management Style was practiced by another group of 40 (20%).

• When Policies or Procedures are Violated.

(22.5%) of the female managers manifested the Impoverished Management Style and 44 opted the Impoverished Management Style. Country Club was practiced by 34 (17%) of the female managers.

• Conducting Performance Reviews

Country Club Management Style is practiced by 46 (23%), followed by the

Middle of the Road 42 (21%). Thirty five (17.50) practiced the Team Management Style.

• Creating and maintaining morale

Team management Style was opted by (25.50%), while the smallest group (17%) exhibited the Impoverished Management Style.

• My Attitude Towards my Subordinates

Forty three of the female managers (31.50%) practiced the Impoverished Management Style. The smallest group showed the Country Club Management Style.

• My Attitude Towards My Boss

Forty eight (24%) adopted the Impoverished Management Style, 45 (22.50%) who manifested the Middle of the Road and thirty three (16.50 %), Team Management Style.

• If Required to Change Previous Decision Due to Pressure from Above, i.e. When I am Reversed.

Fifty or one fourth of the female managers opted the Impoverished Management Style. Forty one (20.50%) practiced the Middle of the Road while the smallest group manifested the Task Management

Style.

• Keeping My Boss Informed

(22%) of the group practiced the Impoverished Management Style, where the least preferred (18%) was the Task Management Style.

• As a Member in Meeting Dimension

(24.50%) practiced the Impoverished Management Style, 41 (20.50%), Country Club and 34 (17%) showed the behavior of Team Management.

• When Information or Help is Needed by Someone Outside of My Own Work Group.

Middle of the Road is practiced by 54 (27%), 47 (23.50%) Team Management and the smallest group Task Management Style.

• Over All Managerial Philosophy

Task Management Style was exhibited by 47 (23.50%) of the managers, 41 (20.50%) Impoverished Management, together with another group of 41 (20.50%) Team Management and the smallest (17.50%) practiced the Middle of the Road.

Problem 3: Over All Management Style

of the Filipina Managers.

The dominant over all Managerial Style of the Filipina Managers was the Team Management. However, only 45 practiced that style. Task Management and Middle of the Road Style were closely distributed and practiced by 42 and 39 of the managers respectively.

Problem 4: How the Filipina Managers Differ in their Personal Value Orientations When Compared According to the Type of Industry They Belong.

Significant differences were found in the personal value orientations by sector as indicated by the obtained critical ratio values ranging from 2.01 to 4.74. The values of 2.01 to 2.60 were found to be significant at .05 level while the values of 2.61 to 4.74, had their level of significance at .01. Hence, the null hypothesis was rejected.

Problem 5: How the Filipina Managers Differ in their Managerial Styles When Compared According to their Personal Value Orientations.

Significant critical ratio values were

registered in the managerial styles of the managers when compared according to their personal value orientations. The values of 2.61 in practical mindedness versus managerial styles; 2.09 and 2.50 in achievement versus managerial styles; 2.65 in variety versus managerial styles; 2.05, 2.02 and 2.53 in decisiveness versus managerial styles; 2.12 in orderliness versus managerial styles; and 2.71 in goal orientation versus managerial styles were significant at .05 or .01 level. Thus, the null hypothesis was rejected.

Problem 6: How do they Differ in their Managerial Styles by Type of Industry.

No significant difference was revealed in the managerial styles of the respondents when compared according to the type of industry they belong. Hence, the null hypothesis was accepted.

Problem 7: How do their personal value orientations affect their styles of managing situations.

The Filipina managers' personal value orientations in practical mindedness, achievement, decisiveness and goal orientation dimensions were found to be in-significantly related with their managerial styles. The null hypothesis was partially rejected.

Ⅶ. Conclusion

(1) The Filipina Managers in the top corporations in Metro Manila are generally practical minded even if they prefer to work on difficult problems and do things that are new and different. They manifest strong and firm convictions, profess well organized work habits and have a definite goal towards which to work.

(2) Filipina Managers are impoverished in the management approach to a considerable number of management dimensions as they show low concern for production and low concern for people. However, their overall management style is team management while their first back up is task management.

(3) The Filipina Managers in the manufacturing, service and commercial sectors exhibit significant dissimilarities in their personal value orientations.

(4) Managerial styles of Filipina managers differ significantly when compared according to their personal value orientations.

(5) Similarities prevail in the managerial styles of the Filipina managers when compared according to the type of industry they belong.

(6) The managers' personal value orientations in variety and orderliness dimensions have significant bearing on their style of managing situations.

Ⅷ. Solution and Implication

(1) Although the Filipina managers generally manifest high personal value orientations, there is a need for authorities concerned to plan and implement in service training activities that will strengthen the groups, orientations in achievement and variety dimensions as they are average in their percentiles. The plan should emphasize on setting highest standards of accomplishment and acquisition of a variety of experiences that are related to their work.

(2) Since this study shows that the Filipina managers adopt the impoverished management style in a considerable number of management dimensions and in as much as there are managers practicing styles other than Team Management in their over- all managerial approach, there is a need for them to undergo training on Managerial Grid. The training will reshape the manager's approach into a style that will place high concern for people and high concern for production. Training should revolve around the idea that production is from integration of task and human requirements into a unified system of interplay towards organizational goals.

(3) There is a need for the management of the three sectors to look into the dissimilarities that exist in the personal value orientations of their female managers. Group discussions or sessions should be encouraged. Emphasis should be creating awareness on the differences that exist in the personal value orientations. It can be very useful to the management in assessing objectively the values that may affect work efficiency and in developing human resource programs.

(4) There is a need for the female managers the full range of influences of their personal values to their managerial approaches. The challenge is to structure total work situation such that each person gets substantial fulfillment of personal values and managerial styles. Although, sharp limitations can be provided, a reasonable fit may be achieved if motivated behavior on both the manager and the subordinate is the result.

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