

FACILITATING AND IMPEDING FACTORS AFFECTING THE ACTIVATION OF WORK IMPROVEMENT TEAMS IN GOVERNMENT AGENCIES

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The aim of the study was to determine the facilitating and impeding factors affecting the activation of Work Improvement Teams in government agencies. Those which turned out to be positively related to activation were a) involvement and visibility of management in WIT-related activities, b) presence of feedback mechanisms for management and rank and file regarding WIT matters, c) conduct of support activities d) recognition schemes and e) routine tasks performed by teams. The impeding factor to team activation was the difficulty of teams in identifying problems/ideas within their operational control.

Introduction

The Philippines has proven to be in constant struggle to be at par with the rising economic miracles of Asia during the last quarter of the century.

Productivity experts of Asia see the Philippines as the greatest disappointment in terms of productivity growth as it chose to put its available resources in capital intensive industrialization instead of agriculture which led to low growth rates, large amounts of unemployed labor and unequal income distribution during the postwar period (Oshima, 1988).

In view of this, the private sector has initiated efforts in improving productivity to find a secure place in the competitive market. It recognizes its role in improving performance to provide efficient services to its clientele. Along with this is the increasing pressure on the civil service to respond effectively to the demands of the public.

Concern for public sector productivity started to gain ground as a result of Letter of Implementation No. 146 issued by former President Ferdinand Marcos dated February 7, 1984 for greater involvement of all government instrumentalities in efforts at cost reduction and maximum utilization of resources.

In response to this, the Productivity and Development Center of the Development Academy of the Philippines, mandated to promote and propagate productivity technologies and techniques in the various economic

sectors, adapted the Work Improvement Teams (WIT) Approach.

The Work Improvement Teams Program in the Philippines is patterned after the Japanese Quality Control Circles. Work Improvement Teams are small groups of employees from the same unit which meet regularly to discuss ways of improving the quality of their services. These involve problems or areas which are within their operational control and not those created for them by other groups and issues related to incentives and salaries.

The thrust of the present government is to improve the quality of its services through the maximization of its resources and the infusion of a sense of public ethics and accountability in its civil servants. These are reflected in Administrative Order No. 38 establishing the Government Productivity Improvement Program (GPIP).

The GPIP encourages the installation of the Work Improvement Teams in all government instrumentalities by virtue of GPIP Circular 88-1. It can be inferred that the government is spending a sizable amount of money in this endeavor. While the program's proponents are confident about the applicability of the concept to the Philippine bureaucratic culture, no empirical verification has been undertaken. A thorough review of the program concept vis-a-vis the existing attitudes and orientations of the civil servant would provide information on factors which facilitate or impede the activation of Work Improvement Teams. Recommendations may then be formulated to improve the program or serve

as baseline data for the development of a more suitable productivity intervention for government.

A. Objectives

The general objective of the study was to determine the facilitating and impeding factors affecting the activation of Work Improvement Teams in government agencies.

In response to the problem posed by the study, the specific objectives of the research were the following:

1. To trace the growth of Work Improvement Teams in government agencies in the Philippines;
2. To determine the state of activation of Work Improvement Teams in government agencies;
3. To determine the views of agency heads, supervisors and WIT members on WIT activity;
4. To measure and describe WIT members' attitudes towards WIT activity;
5. To determine factors which facilitate and impede WIT activity;
6. To relate WIT members' perceptions to degree of WIT activation;
7. To determine and measure the direct improvement outcomes of the program; and
8. To propose an improved model for implementation and sustenance of the program.

B. Review of Related Literature

Concern for public sector productivity is relatively new as reflected in the dearth of empirical investigations on the matter.

A preliminary assessment of the effectiveness of the WIT (QCC) program in a government agency by Gapuz and Aguas (n.d.) revealed favorable responses from WIT members concerning overall satisfaction as a result of WIT activity, enhanced individual productivity and ability to train co-employees on work improvement. A number of problems were also identified by the respondents regarding the implementation of WIT activities, namely: 1) lack of supplies, 2) ineffective leaders, 3) crowded work area, 4)

non-cooperation of some members, 5) lack of time to work on projects, 6) absenteeism and tardiness of members and 7) lack of management support.

An investigation conducted by Torres on Human Factors Affecting Productivity of the Government Worker (1989) yielded a list of Work Motivators in Government organizations. These are competency, control and relationships. Further, Torres proposed steps to be taken to enhance work performance and productivity which are supportive of QCC activity to design suitable measures and interventions for improving public service.

C. Conceptual Framework

Activation of the WIT program in any agency concerns itself with the continuous performance of work improvement tasks within the structure of the WIT. In concrete terms, the level of WIT activation can be determined through the extent by which work improvement activities are in concordance with the features and characteristics of the program, to include its flow of activities, tools and techniques (e.g. check sheets, cause and effect analysis, flow charts).

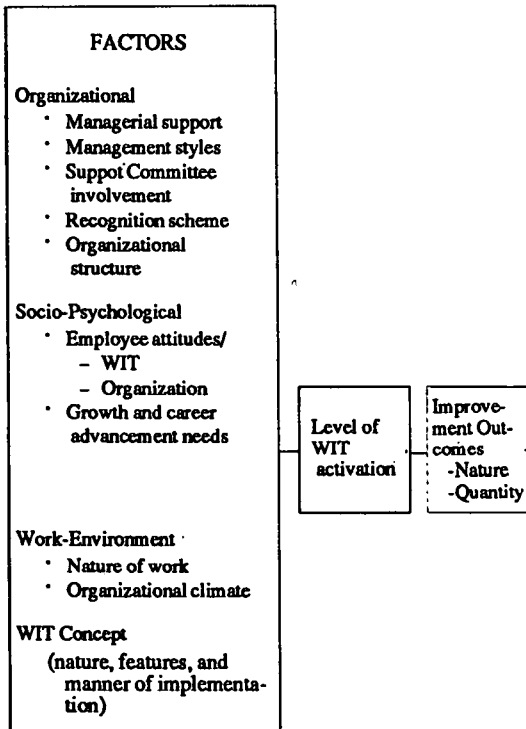
The degree or level of WIT activation can be approximated through the presence of indicators, which are:

1. The conduct of regular WIT meetings (e.g. once a week, twice a month);
2. Continuous development of work improvement projects using WIT tools and techniques;
3. Presentation of projects to management;
4. Implementation of projects; and
5. Standardization of innovations.

This research is based on the premise that the level of WIT activation is ascribed to the efforts of all participants involved in the program, namely: Management officials, WIT Facilitators and members. Organizational, socio-psychological and work-environment factors characterize the nature of the efforts given to the program. Further, the approaches used to implement the program and the WIT Concept applied in the bureaucracy may affect the activation of

the WITs. All these serve as inputs to the framework. Figure 1 illustrates the conceptual framework of the investigation.

Figure 1. Conceptual Framework of the Study



To facilitate data collection and analysis of the concepts under study, the operationalization of the six major constructs are presented:

a. Organizational factors

a.1 Managerial support

- frequency of attendance in recognition ceremonies and project presentations
- provision of guidance
- immediate response to WIT recommendations and projects
- allocation of separate budget for the program
- provision of adequate materials and facilities for WIT purposes
- frequency of leadership change

a.2 Support Committee Involvement

- presence of promotional, training and evaluation activities (e.g. con-

tests, information campaigns, leadership trainings, regular monitoring, etc.)

a.3 Recognition Scheme

- presence of awards, citations and memoranda from agency head, incorporation of WIT participation in performance evaluation scheme

a.4 Management Styles

- employee ratings on extent of freedom given them in decision-making regarding work-related matters

a.5 Organizational structure

- employee ratings on extent of decision-making and authority

b. Socio-Psychological Factors

b.1 Employee Attitudes/perceptions

- measures of attitudes and extent of WIT contribution to attainment of goals

b.2 Growth and Career Advancement Needs

- measures of employees' feelings about the job, level of satisfaction derived from it and aspirations

c. Work-Environment Factors

c.1 Nature of work

- employee reports of tasks performed

c.2 Organizational Climate

- qualitative accounts of employee morale, teamwork, goal clarity, physical environment and communication system through key informants

d. WIT Concept

measure of extent by which WITs operate within the prescribed framework of the program and problems encountered in implementation

e. Level of WIT Activation

extent by which the following indicators are present in an agency:

- conduct of regular meetings

- continuous development of work improvement projects using WIT tools and techniques
- conduct of project presentations to management
- implementation of projects
- standardization of projects
- conduct of support activities for the WIT program
- formation of new WITs

f. Improvement Outcomes

f.1 Nature

- classification of projects into: Methods improvement, records management, improvement of physical environment, preventive maintenance of office equipment, cost reduction, quality service and improvement of human relationships

f.2 Quantity

- monetary savings
- reduced processing time
- number of client complaints

D. Methodology

1. General Approaches

A variety of research techniques were used to gather data. Interviews were conducted with respondents from various employee levels involved in the program, namely: agency heads, supervisors, key informants and WIT members. To facilitate the determination of WIT members' attitudes toward WIT activity, self-administered questionnaires were used. Relevant agency data were also gathered through secondary sources such as monitoring reports and agency brochures.

2. Sampling

The sample for the study was obtained using a multi-stage procedure. The first stage was the development of a list of agencies which formed WITs in the years 1984, 1985 and 1986. Using the list, context data was gathered.

The second stage was the purposive selection of three agencies falling under the lowest, moderate and highest levels in terms of WIT activation. This was done through a screening procedure using nine (9) agencies, all of which have formed WITs in the years 1987, 1988 and 1989. The agency level was determined through a scoring system reflecting the extent of presence of the following indicators:

- a. Conduct of regular WIT meetings;
- b. Continuous development of work improvement projects;
- c. Conduct of project presentations to management;
- d. Implementation of projects;
- e. Standardization of projects;
- f. Conduct of support activities for the WIT program
- g. Formation of new WITs

Interviews with the WIT coordinators of the agencies were conducted to gather the information required and each organization was scored and ranked using the aforementioned scheme.

From the three agencies, a sample size of 46 was used, broken down into:

- 28 WIT members from 10% of total number of WITs randomly selected per agency
- 6 WIT facilitators (one facilitator per team)
- 3 agency heads or one per agency
- 3 key informants/support committee members or one per agency
- 6 managers (one manager per team)

3. Instruments

Four interview schedules were used, one for each type of respondent (i.e. WIT members, facilitators, agency head, key informants/support committee members). The questionnaire developed for the interview of workers in an earlier study of the QCC Success Factors for industry (de Jesus, 1987) was used as reference.

Self-administered questionnaires were given to WIT members and managers to assess the former's attitudes towards WIT activity and facilitating and impeding conditions affecting their WITs. The other assessed the extent by which WIT activity is viewed by the WIT members' supervisor as contributory to the attainment of departmental goals. These were based on questionnaires developed by Onglatco (1988) in earlier studies for industry.

4. Procedure

Data collection was done in the sample agencies for a total of five days. A team of six trained research staff conducted the interviews after obtaining clearance from the agency heads. The interviews were conducted at the workplaces of the respondents at their most convenient time. Each interview took an average of 30 minutes for all types of respondents. An extra 30 minutes were needed by the WIT members to accomplish the self-administered questionnaires after the interviews. Consistency of answers were done through cross-checks among the different employee respondent levels. Further validation was undertaken through an examination of monitoring and terminal reports in DAP.

E. Data Analysis Scheme

Descriptive accounts of the following variables were done for the sample agencies:

1. Management support to WIT activity
2. Support Committee Involvement
3. Recognition Scheme
4. Organizational Climate
5. Applicability of the WIT Concept
6. Outcomes of WIT activity

Tests of association were undertaken to assess the influence of the following variables to the three activation levels (low, moderate, high). Specifically, crosstabulations/Chi-Square tests were used for variables 1,2 and 5 while the Jonckheere Test for Ordered Alternatives was used for variables 3 and 4.

1. WIT members' attitudes
2. Impeding Factors
3. Growth and Career Advancement Needs
4. Job satisfaction
5. Task types

F. Results

1. Factors Related to Activation

The results revealed that of the eleven factors expected to be associated with activation of WITs, only the following turned out to be actually related to the level of team activation.

- a) Involvement and visibility of Management in WIT-related activities;
- b) Presence of feedback mechanisms for management and team members regarding WIT matters
- c) Conduct of support activities
- d) Recognition scheme
- e) Nature of work (routine vs. non-routine)
- f) Two of the perceived sources of impediment in team activity, i.e. Difficulty in coming up with problems/ideas within team's control and indifference of supervisor to WIT activity.

2. Factors with no Established Relationship with Activation Data gathered that there was no relationship between WIT activation and the following variables:

- a) Management Styles
- b) Organizational Structure
- c) Employee Attitudes towards WIT
- d) Growth and Career Advancement Needs
- e) Organizational Climate

Among the nine possible sources of impediment of team activity, the seven sources which did not turn out to be significantly related to activation are:

- a) Insufficient time for WIT activity
- b) Insufficient knowledge on WIT techniques and methodology

- c) Strong pressure from supervisor making it an uninteresting activity
- d) WIT is only for some designated individuals
- e) Absence of a reliable evaluation mechanism
- f) Lack of clear understanding of the results of the activity
- g) Difficulty in gathering data while working.

3. Perceptions on WIT

A great majority of respondents composed of agency heads, supervisors and WIT members have positive views on the WIT concept. For top management, WIT activity was able to meet their expectations through the improvement of communication and teamwork between and amongst employee levels in the organization. Further, WIT was effective in the areas of cost reduction and waste prevention.

Most of the supervisors interviewed believe that encouraging WIT as a mechanism for employee participation can bring benefits to the organization but stressed that these activities should be supported by management. When asked to rate the effectivity of WIT in achieving its objectives, supervisors from the agency with low and high activation levels consider it as moderately effective but the agency with moderate activation considers it to have brought a very significant effect. In the same manner, the latter considered WIT as very effective in achieving the goals of his department while the former two agencies consider it as considerably effective.

On the WIT members' attitude towards WIT activity, results show that these employees endorse positive or pro-WIT statements.

Several problems were surfaced by the supervisors and WIT members regarding the conduct of WIT activities. It was surprising to find out that most of the su-

perisors from the agency with the high activation level feel that a review of the manner of program implementation should be undertaken since team efforts are not optimized in the organization.

Some WIT members perceive the lack of support from management (top and middle), team members, and co-employees as hindrances in their work improvement efforts.

In response to their concerns, the supervisors and WIT members gave recommendations which revolved around the areas of visible support from management, recognition schemes and involvement of more employees in the program.

4. Outcomes of WIT Activity

An attempt to determine the results yielded by WIT activities showed that majority of the projects undertaken by WITs focused on methods improvement and cost reduction. It is quite unfortunate that an accurate account of the tangible benefits cannot be obtained due to an apparent lack of tracking mechanisms in the agencies. The agency with moderate activation level was the only one which provided the researchers with updated data on cost savings (P220,000) and reduction in processing time (50%).

Aside from tangible benefits, the respondents also reported that they have gained improvement awareness, work appreciation, social integration, sense of participation, teamwork and fulfillment of higher order needs as a result of WIT activity.

In sum, any effort to assess the effectiveness of any undertaking entails an inquiry into the extent the program was able to meet the expectations of those involved in it. A shared perception among all respondents was that the program was able to meet their expectations in terms of effecting improvements in the organization.

While a common response regarding expectations was expressed by the respondents, variations in terms of expected results from the program surfaced.

On the agency head level, the major area of concern was cost reduction and waste prevention. Another was the enhancement of teamwork among different employee levels through improved communication.

The supervisors' expectations revolved around the efficiency of the work units. The same area was the focus of team members in terms of expectations of WIT activity. The improvement of work methods and enhanced teamwork within units were the key result areas identified by both employee levels.

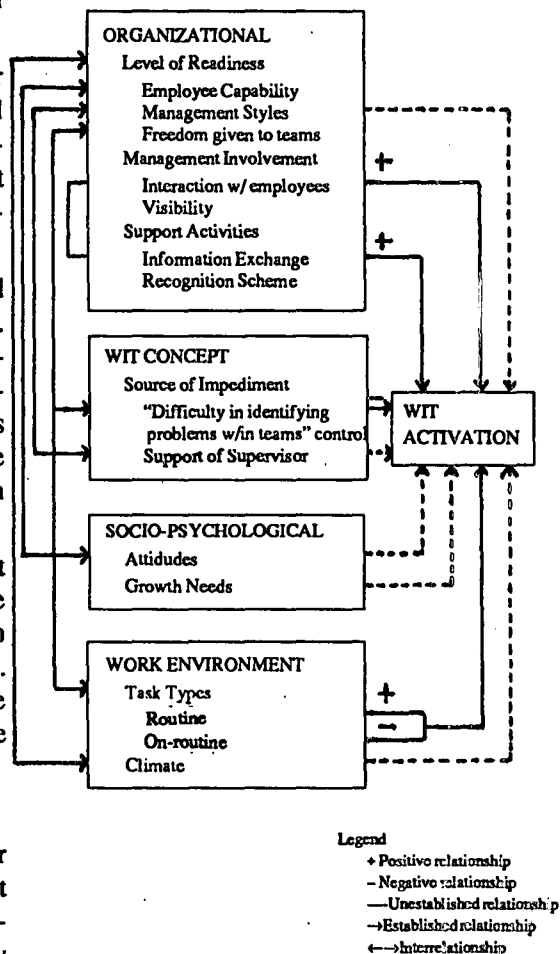
It is fitting to note that for all respondent levels, enhanced teamwork was one of the expected outcomes of the program which was satisfied as a result of WIT activity. However, there is no information on the sustenance level for such an outcome through time.

5. Commonalities Among Agencies

Among the sample agencies, the major points of concurrence are the management styles being practiced in their organizations along with the structure in which they operate. Employees report that they are encouraged to make decisions related to their work. Therefore, participative management is being practiced in the agencies to a certain extent. Issues which pertain to policies are the domain of management.

Similar organizational climate characteristics are present in the three agencies as well. Key informant interview data show that high levels of teamwork and efficient communication systems are present in all agencies. One difference came in the area of physical environment which was considered conducive by the agencies with low and moderate activation levels but not

Figure 2. Model of Factors Affecting the Activation of WITs



conducive for the agency with high activation. In terms of goal clarity, different means are used by the organization to disseminate their agency goals.

With regard to the extent by which the teams operate within the prescribed framework of the WIT program, it was found that all sample teams worked in concordance with the said system. Further, majority of the teams implement work improvement measures without keeping track of the results these have generated. Respondents also expressed difficulty in using data-based statistical tools and techniques for problem analysis.

G. Proposed WIT Activation Model

Figure 2 presents a model developed after the investigation of the factors assumed to be associated with WIT activation.

This model is a refined version of the original conceptual framework. It differs from the latter because of the following features:

1. Additional variables not originally included in the conceptual framework which surfaced during the study;
2. Shows interrelationships among the different variables which are expected to affect WIT activation; and
3. Shows the extent and direction of relationship between variables and WIT activation.

The boxes on the left side of the figure represent the main clusters of factors expected to be associated with WIT activation, namely: Organizational, work-environment, socio-psychological and WIT Concept. Under these groupings are the specific variables observed to be contributory to activation.

The arrows on the right side of the figure emanating from the variables show their association with WIT activation. A bold arrow depicts an established relationship between a variable and WIT activation. On the other hand, a broken arrow represents no established relationship between the two. The positive and negative signs show the direction of the relationship.

The arrows connecting the variables on the left side of the figure show the perceived interrelationships among them.

1. Description of factors

a. Organizational

The major factor observed to influence the activation of WITs in an agency is management involvement. This refers to the extent of participation and visibility demonstrated by high level officials in WIT-related activities. Critical in this involvement is the

presence of interaction with employees and management regarding the program. These are ensured through the conduct of support activities. Key personnel are mobilized to develop and implement strategies to facilitate information exchange between various employee levels on WIT. These individuals are also tasked with implementing a recognition scheme to acknowledge the contributions of employees to the organization through work improvement. This scheme should be able to generate more involvement from personnel in the agency.

Another factor which may prove to be contributory to activation is the level of readiness of the organization for the changes it will undergo during program implementation. This is characterized by the existing capabilities of employees to learn problem solving tools and techniques and apply them in their work areas. In turn, existing management styles refer to the manner and extent by which agency officials involve their subordinates in decision-making on areas related to their tasks. Along with this is the extent of "freedom given to these individuals" by management to tackle work improvement opportunities which directly affect them.

b. WIT Concept

The activation of teams in an agency is dependent on the degree by which they can operate within the prescribed framework of the program. It is given that teams can only tackle problems or work improvement opportunities within their operational control. There is a possibility that teams may experience difficulty in identifying problems of this kind considering the highly centralized nature of operations in the bureaucracy. This may serve as a

source of impediment to the continuous performance of WIT activities.

The kind of support given by supervisors to the teams may affect their activation. This involves the amount of freedom given to them in instituting changes in their unit, provision of guidance, logistical and moral support.

c. Socio-Psychological

The employees' predisposition to participate in work improvement activities may influence their involvement in the teams. Their orientation on the approach of WIT considers their attitudes towards the activity and their job. The continuous conduct of team activities may be reflective of their desire to improve themselves professionally through WIT.

d. Work Environment

The variables which compose this factor are task types and organizational climate. Task types refer to the nature of work activities performed by personnel in the organization. These appear to contribute to the operationalization of teams. Major classifications of tasks are 1) routine which involve the repeated performance of tasks using a prescribed method and 2) non-routine which do not require specific courses of action.

The prevailing climate or physical and emotional conditions with which the teams operate may also influence the continuous conduct of work improvement tasks.

2. Interrelationships Among Factors

It is evident that the factors shown in the figure are not mutually exclusive. There appears to be some form of interrelationship existing among them.

The interrelationship of the factors previously mentioned suggest that synergism (combined or cooperative action) may be

required to maximize employee participation in productivity improvement efforts.

Before any change intervention is installed in an organization, it should be ready for such. The WIT program demands an alteration of the means by which work is carried out in the organization. All individuals in the agency, regardless of employee level, should be prepared to cope with the transition from performing tasks using established systems and procedures to participating in efforts to constantly improve operations. WIT activation may be largely dependent on the level of readiness of the organization for participative management. Employee capability consisting of necessary knowledge, skills and attitudes to solve problems in their work area should be present to ensure continuous performance of work improvement tasks.

Several features of the organization should be supportive of these innovations. Specifically, participative management styles must be practiced in all levels of the organization. This is indicative of the extent of freedom given to the teams to address areas which affect them and their work. Management is tasked with informing the employees of the areas to tackle and the corresponding limitations they have. A very limited scope or area of concern may permit the WITs to work on a few projects, which may lead to inactivation after a period of time. The difficulty in identifying problems or improvement opportunities within the control of teams has proven to be a source of impediment to WIT activation.

It may be inferred from the data that the effectiveness of WIT would last longer in work groups performing routine tasks. More opportunities or ideas on work improvement may come from WITs which follow established systems and procedures. Again, there is a possibility that teams would work on organizationally sig-

nificant problems during the initial phases but would run out of ideas as time moves on.

Management's critical role in the program was reinforced further by the study. Data reveal that WIT activation strongly depends on the authority figure in an organization. It is possible that employees associate the program with the leadership and the full mobilization of teams is a result of management's involvement, determination and vigilance in ensuring continuous WIT activities.

It is imperative that interaction between employees and higher layers of management be present to reinforce the spirit of partnership in productivity improvement. Everyone should recognize that productivity improvement is a shared responsibility among all employee levels in the organization.

In the same manner, the support given by the teams' immediate supervisors may affect the performance of the WITs. They serve as the link between rank and file and management. As such, they should assume the role of advisers or coaches who primarily assist the teams in their efforts. Data imply that teams may appreciate the guidance of supervisors but prefer low control over their WIT activities.

These pre-requisites should be addressed by the support committees/groups through their activities. A feedback or information exchange mechanism is an indispensable component of a WIT program. This is a manifestation of management's interest in the progress of WITs and an indirect means of making WIT activity part of the work performed by all individuals of the organization. This serves as management's "instruction device" to provide direction and guidance to teams, reinforcing the "spirit of partnership."

Aside from interaction, support activities should be able to generate and maintain employee interest in WIT. Con-

tinuing efforts to sustain enthusiasm should be pursued through a variety of activities designed to promote the program in the agency, integrate the efforts of the WITs and facilitate the expansion of the program through information dissemination, capability building and assessment of projects. WITs are not going to run by themselves without follow-through activities.

Sustained interest in WIT may not also be achieved if management's appreciation for contributions is not felt by the employees. Management through the support groups should implement a recognition scheme to acknowledge WIT contributions to the improvement of the organization. A form of recognition is the prompt response of management to team suggestions and offering full explanations when ideas are rejected. Other forms of recognition like citations, awards and monetary rewards seem to be sources of motivation for teams to come up with result-oriented projects.

Although the findings were not able to establish relationships between attitudes towards WIT and growth needs of team members to the activation of teams in an agency, a bigger sample size should be used to accurately determine how these orientations influence WIT. Similarly, bureaucratic climate characteristics should be matched with the program to ensure its success. On the agency level, this matching procedure may be used as a means to assess the organization's level of readiness for the program. It is therefore necessary to conduct an in-depth analysis of the climate of the the agencies vis-a-vis WIT as a participative management tool.

3. Nature/Direction of Relationships

The data was able to establish relationships between several variables used in the study and WIT activation. The variables which proved to positively influence WIT activation were: a) management involve-

ment, b) constant interaction of agency officials with employees regarding WIT activities, and management visibility.

Another factor which was found to be positively associated with activation is the conduct of support activities. Specifically, these activities should focus on the facilitation of information exchange between management and rank and file regarding WIT. Likewise, a recognition scheme must be implemented to encourage more participation and involvement in the program.

It was also gathered that teams which perform routine tasks would tend to have higher activation levels. In turn, tasks which are non-routine negatively affect WIT activation. This may be reinforced by the observation that difficulty in identifying problems within the control of teams serve as a hindrance to WIT activation.

There were variables in the study which failed to establish relationships with WIT activation. It is in this light that more extensive studies be undertaken to determine its influence on activation using a bigger sample size and in-depth analysis for a more accurate judgment. These are: a) employee attitudes towards WIT, b) Growth and career advancement needs of personnel, c) support of supervisor to WITs, and d) organizational climate.

A significant observation which surfaced during the course of the study was the seeming association between the organization's level of readiness for WIT installation and activation. In the same manner, it is also suggested that a validation of such an observation be undertaken in future researches.

Findings show that teams were not affected greatly by the other sources of impediments assumed in the study, namely: insufficient time; knowledge about WIT and its results; strong pressure from supervisor; difficulty in data gathering and absence of a reliable evaluation mechanism.

It is difficult to conclude that WIT activity has significantly enhanced the productivity of the organization. The lack of documentation and cost-benefit analyses make it hard to determine the impact of such a program.

It is interesting to note that the absence of a reliable mechanism is not seen as an impediment to WIT activity. This shows the seeming lack of importance given by the agencies in analyzing the costs and benefits of the undertaking. It was observed that no evaluation mechanism for the program in two agencies (low and high) existed even if it entailed a big amount of money for program installation. In effect, this orientation is shared by the employees. Although the expectations of those involved in the program were said to be met, a more substantive assessment could be made with more solid evidence.

Additional benefits seen as intangible outcomes of WIT activity were improved communication between employees and managers, enhanced problem-solving and leadership skills, work appreciation and social integration. WIT activity, therefore, may not only be a mechanism to improve productivity but also morale. These are testimonies that government has started to tap the potentials of employees and provide opportunities to actively participate in strengthening the civil service. It should be recognized that these were based on recall and reflect a bias on reporting successes, not failures.

The findings of this study pose a great challenge to those who are determined to assist the government sector in improving the delivery of services to the public. It would require a more thorough examination of the features of the bureaucracy in line with providing the ideal organizational scenario for teams to thrive and produce results.

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