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**INDICATORS OF THE PERCEIVED LEVEL  
OF EFFECTIVENESS OF LOW-INCOME  
WOMEN'S ORGANIZATIONS**

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## CHAPTER I

### INTRODUCTION

Development is a mean with many phases and many faces, aspired for by citizens from all walks of life, be they dictators, researchers, union leaders or Metro Manila Aide street cleaners. Recent years have witnessed the emergence of a certain school of developmental thought that believes that national self-reliance is a primary factor in development (Baitonbrowner, 1975). Intrinsic in this self-reliance model is the necessity that human potentials be developed to their maximum particularly in Third World countries suffering from a dearth of monetary and technological resources. Although material progress is still a part of the developmental concept, it subordinates itself to the more important element of human development.

This study explored the status of women in development from the viewpoint of the self-reliant model. Specifically, it focused on low-income women who join community organizations. Viable mass-based organizations may function as venues for the mobilization of "woman-power"; an understanding of the situation of women in grassroots organizations may help assess the general role of women in the developmental wheel that travels towards national self-reliance.

Since a major assumption of the self-reliant model is the importance of the masses as active participants in the developmental process, this study shifts gears away from the often used method of assessing "developmental success" through the more observable criteria of material progress, and turns towards evaluating development from the eyes of the participant herself, the low-income woman.

This study used the women's perception of their organizations as a measure for the female respondents' level of development. Past studies have referred to the organization as a major instrument for investigating larger-scale social situations. Understanding a community through its organizations gives the social scientist viewpoints not generated by data gathered about individuals, such as hierarchies, organizational complexity, and group growth (Young and Larson, 1965).

Organizational dynamics, however, is such a multi-faceted field that encompasses a variety of sub-concepts. Due to reasons that will be explained in the Conceptual Basis section of this report, the author selected three particular aspects of organizational dynamics, namely, autonomy, participation, and effectiveness. Brief theoretical definitions of these three variables are that autonomy describes an organization's freedom from external control; participation refers to the members' involvement

in the organisational machinery; and effectiveness assesses the extent to which the organisation is able to harness the potentials of the community-at-large. The operationalizations of these concepts are presented in the second section of the Methodology chapter of this report.

Some organisational studies reveal findings relevant to the above three variables. One research concerned itself with a special kind of autonomy issue, the influence of sponsors on the organization. The survey which was based on a sample of Boy Scout troops, showed that the type of sponsor had little effects on the activities of the Boy Scout troops (Ems, 1969).

Participation findings appear more promising. A study covering 6,000 respondent from six developing countries showed that active participation in community affairs is a viable index for modernization of an individual (Inkeles, 1969). Community affairs, however, are not synonymous to organisational activities, nor is modernisation identical with development. In spite of these, we may make some rough parallels between the community involvement-modernization relationship and the organisational involvement-development tie-up. Another study in Chile attempted to identify some psychological dimensions of individual participation in formal voluntary organizations. Findings show that individuals tend to participate more in these

organisations to the extent that these people have four characteristics that link them with other members, namely, intercommunication, approximately the same social background, common interests or values, and similar personality traits (Smith, 1966). A third study on organisational participation contrasted centralised groups (i.e., low-rank-and-file participation) with organisations possessing a high level of membership involvement. This research found out that participation is a function of two other variables, namely, the number of goals the organisation claims to pursue and the group's level of involvement in its larger community. An organisation with fewer goals and less involvement with the community tends to be more centralised than a counterpart with more numerous pursuits and a greater involvement with the community.

If inferences about development are to be made from organisational dynamics and behavior, it would be well to look at what is known about the Filipino in community organisations. Hallsteiner (1963) and Duñgo (1969) in studying two different communities gave concurring observations on the behavior patterns of leaders and members of civic organisations. Leaders take responsibility for the organisation, undertake most of the work and delegate very little to the members. Members' participation take the form of passive submission, with very little active exchange of ideas achieved in meetings.

Ericson (1978) sees this passive involvement and "joiner" tendency as the result of prepared programs the planning for which people have had no part. Hollnsteiner (1963) suggests that Filipinos participate on the basis of alliances; projects that cut across alliance ties do not gain wholehearted support because they go beyond the range of concern of the members. Alliances also serve to personalise participation so that rendering a service is for an identified individual or group, not an abstraction. The concept of service to the community as an impersonal entity does not therefore take hold.

Findings on Filipino women in community affairs are no more encouraging. Licuanan and Gonzalez (1976) note their lack of awareness of and involvement in community organisations. Hollnsteiner and Montiel (1976) state that participation in public decision-making remains categorized as a sphere appropriate to men rather than women. They classified community-level organisations with female participation and found that 'high society' women's groups are dependent on the activities of men's organisations of which they are the counterpart. Lower-class women's groups seldom initiate their own projects, either; members are expected to respond to instructions and to projects prepared for them on the national or regional level.

This lack of participation is more notable in urban women. Hollnsteiner (1976) and Bentista (1977) point to the decline in the status and community participation of women in the urbanised sector, where the highest level of modernization in the country is found.

Aside from investigating the status of women in development through their perceptions of organisational dynamics, the research was also interested in the methodology issue of data gathering. It wanted to find out if the survey approach generated information reflective of actuality. Like most attitude surveys in social psychology, this perception study based a large amount of its information on the interview schedule. An operationalisation of the survey methodology will reveal that social attitudes are seldom more than a verbal response to a symbolic situation. For the conventional method of measuring "social attitudes is to ask questions (usually in writing) which demand a verbal adjustment to an entirely symbolic situation (Lapierre: 122, 1972)."

Surveys, however, have been used extensively because they are relatively cheaper and can be applied extensively to numerous individuals. This research, however, validated survey responses by the procedure of using the outside criterion (Kerlinger, 1973) of an objective observer. The procedure followed by the observer and the analysis method

of the data generated by him are explained in the Methodology chapter of this report.

Three interrelated issues on the low-income woman's perception of her organization confronted the research; these were the issues on measurement, the establishment of relationships between variables, and finally the problem of methodology. The following goals guided this study:

1. To create an index or a handful of indices to measure the perceived level of organizational effectiveness among members of low-income women's organizations.
2. To investigate whether the women's perception of organizational autonomy and participation are related to their evaluation of organizational effectiveness.
3. To evaluate the viability of the survey as the method for gathering data on organizational dynamics.

Following is a description of the method used to attain the above research goals.

## CHAPTER II

### METHODOLOGY

This chapter explains the conceptual design and variables of the research, describes the various approaches to generating data (i.e., secondary analysis, survey, and participant observation), presents the sampling design and the profiles of the organisations and respondents covered by the survey, lists the field activities of both the survey and the participant observer, and gives an overview of analyses implemented to achieve the research goals defined in the previous chapter.

#### Conceptual Design

This study is social psychological in nature and studied women's organisations from the viewpoint of the individual woman member. The basic unit of analysis is the woman's perception of her organisation. Since the woman is assumed to be the primary source of energy in her organisational machine that services the community-at-large, her assessments of how her group is functioning emerges as a vital factor in reflecting actual organisational effectiveness.

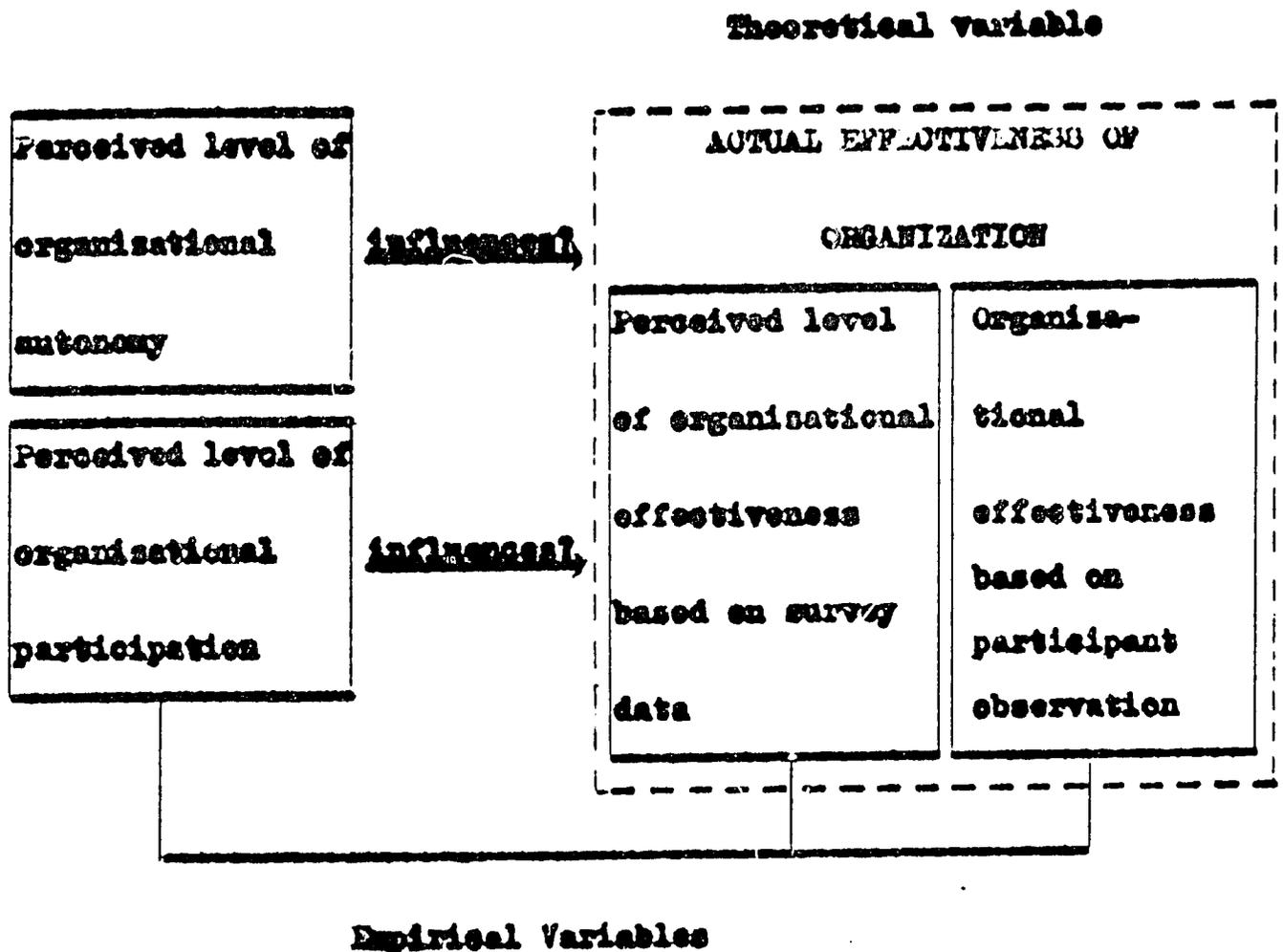
Perceived organisational autonomy and participation are the independent variables while perceived organisational

effectiveness is the dependent variable. The research was mainly interested in producing viable measures for the dependent variable of organisational effectiveness. The independent variables regarding two group characteristics were included in the design merely to generate more information about organisational effectiveness. The choice of autonomy and participation as independent variables came as a consequence of a previous study on rural organizations that produced relatively high correlation values between these two organizational characteristics and group effectiveness. Autonomy correlated negatively while participation was positively correlated to organisational effectiveness (Montiel, 1978). The investigator of this present study suspected that at this stage of Philippine grassroots groups, increased tie-up with higher authorities (and therefore lower autonomy) and greater in-group participation may activate the potentials within organizations. This research tried to find out if such hold true in low-income women's organizations.

The following illustration shows the overall design of the research, the empirical variables covered by the study, the theoretical variable of actual effectiveness of women's groups, and the relationships of the different variables to each other. Note that the theoretical variable of effectiveness has two sources of empirical data, one

from the survey and the other from the participant observations.

**Figure: Overall Research Design**



Causal relationships between the independent and dependent variables cannot be adequately established in this study. The design is not experimental but correlational, enjoying the presence of measurement but missing out on any purposive manipulation of the independent variable. What the design can generate, however, is the assessment of any functional relation-

ship between the variable scores. If indeed a functional relationship with a relatively high intensity exists, the causal relationships can be suspected. However, the inference that one variable causes another can only remain in the theoretical level and cannot be an empirical inference.

To shed more light on the variable of organisational effectiveness, the research investigated the following hypotheses about possible factors that influence the dependent variables:

1. Perceived level of organisational autonomy is negatively related to the perceived level of effectiveness of the organisation.
2. Perceived level of organisational participation is positively related to the perceived level of effectiveness of the organisation.

#### Conceptual and Operational Definition of Variables

Below is a list of the conceptual and operational definitions of the three research variables. The presentation of the measures for perceived level of organizational effectiveness shows that group success is evaluated from the viewpoint of the self-reliant model of development. Effectiveness is present to the extent that the women's

organisation is perceived as harnessing the potentials of the social psychological dynamics within the community-at-large.

1. Autonomy—on organization's freedom from external control in terms of budget, planning and influence of sponsoring agency (if any) on organization.

- a. Manner of selecting leaders
- b. External support during the establishment of the organization
- c. External support at present
- d. Help asked from organization by nonmember contributors
- e. Involvement of nonmembers in budget decision-making

2. Participation—member's involvement in the organizational machinery.

- a. People involved in planning organizational activities
- b. Level of member interest in activities
- c. Attendance during meetings
- d. Level of freedom in expressing opinions
- e. Level of member obedience to rules and regulations
- f. Level of member respect for leaders' decisions

3. Organisational Effectiveness—extent to which the organisation is able to harness the potentials of the community-at-large.

- a. **Articulating and processing local needs and demands**
  - 1) Activities that the organization can do
  - 2) Activities that the people want the organization to do
- b. **Developing two-way communication**
  - 1) Degree to which people ask help from organization to present their problems to the authorities
  - 2) Degree to which needs of people are brought to the attention of the authorities through the organization
  - 3) Degree to which services of authorities are brought to the barrio people through the organization
- c. **Ability to mobilize support within the community**
  - 1) Degree to which organization asks assistance from any government agency
  - 2) Degree to which barrio people are involved in planning organizational projects
  - 3) Degree to which barrio people are involved in implementing organizational projects

### **Data Gathering Procedure**

In 1977, the Institute of Philippine Culture, in collaboration with the Asian Centre for Development Administration (ACDA, now the Asian and Pacific Development Administration Centre or APDAC) ran a field study on the organisational dynamics of Philippine rural groups. Briefly, the study focused on the perceived characteristics and developmental functions of eight rural organizations in two Central Luzon barrios. The investigator did secondary analysis on the protocols of 78 female respondents belonging to two women organizations sampled by the 1977 study.

Additional data had to be gathered to increase the sample size and the sample scope (to cover urban and semi-urban women's organizations) of the research. The research ran a survey of 80 more respondents using a shortened version of the interview schedule of the 1977 study. The bulk of the interview schedule items in both the 1977 and 1979 surveys tapped perceptions of individual members toward the organization. These perceptions (of organizational autonomy, participation and effectiveness) are the research variables and were expected to differ in value from respondent to respondent.

The research, however, wanted to know the extent to which the distribution of all the respondents' perception of one indicator "fit" or correspond to the complete picture of the organization. It sent participant observers as objective outsiders to the field to evaluate the situation of the sampled organizations. The primary function of the observer was to provide an outside criterion to survey results. The observers' data were to answer the question: "To what extent do the respondents' perceptions accurately reflect social reality?" Following is a description of the procedural details of both the 1979 survey and its corresponding participant observations.

### SURVEY

Sampling design. The sampling procedure underwent two stages: selecting the sample organizations and choosing the actual respondents for the survey. Sample organizations were selected purposively, following criteria established along the general lines of convenience and the presence of variables relevant to the research. Guidelines for choosing the sample organizations were that they should be in either an urban or semi-urban barrio that is relatively accessible to the research center (i.e., Loyola Heights) with a barangay captain willing to accommodate the survey team. The selected organizations were required to be composed solely of women, majority of whom were in the

low-income bracket. Likewise, these groups should have been active to the extent that they had had at least one major activity in the past six months. A final criterion for selecting the organizations was that they should have had community altruism implied or expressed as one of their organizational functions. Hence, something like a bingo club that had no other goal but to sponsor bingo games did not meet the requirements of this research's sample organizations.

Using the above guidelines, the research arrived at two organizations, one in the semi-urban barrio of Carmona, Cavite, the other in the heart of Metro Manila, a slum site in Balic-Balic, Manila. The next sampling step was the random selection of the actual survey respondents. A final list of 40 randomly selected members from each organization comprised the study list. To approximate the leader-member ratio of the 1977 Central Luzon study, around 20% of the respondents were leaders while 80% were rank-and-file members.

Profile of organizations and respondents. The urban sample organization selected for the survey was the Balic-Balic Mothers' Club in Sampaloc, Manila. Formed in December, 1976, the organization's history started with a meeting initiated by a social worker from the Education and Research Development Assistance (ERDA) Foundation in

response to the complaints of some women residents regarding the sewage conditions in the area. At that time, access to and from the area was by means of a catwalk built over stagnant water. The women agreed to organize for the express purpose of removing the stagnant water by dumping the street with soil. They then negotiated with the University of Santo Tomas medical mission for monthly medical services free of charge for all residents as a measure against the health problems engendered by the stagnant water, an activity that continues to the present. Other ongoing projects are a nursery school run by the ERDA Foundation and a series of ERDA-assisted income-generating projects for the organization members.

Survey respondents from the Balic-Balic Mothers' Club are from the low-income bracket, with a significant proportion (44%) not working and a majority augmenting the family income by vending or washing clothes. Educational attainment is generally low; majority are on the elementary school level, the median being the sixth grade. Average age is 46 years, and length of residence in the area, 15 years. This indicates that the Balic-Balic alum site is a relatively established community. Although almost all are migrants, some date their migration to the city and to Balic-Balic to the post-war era.

The survey's semi-urban women's organization was the Maricena (acronym for Mary in the Cenacle) group at the Camona resettlement site in Camona, Cavite. Its very name reflecting the vocation of its initiator, the Maricena group was formed in 1972 with the help of a Franciscan Sister and social worker of the Tahanan Foundation. It started as a *Samahan ng mga Ina* sometime before the national program of Mothers' Clubs for nutrition. This original group underwent paramedical training with some UP-PNH volunteers and those who graduated formed the separate Maricena group, although many retained their membership to the bigger *Samahan ng mga Ina*.

The Maricena concerned itself with the health problems in the community and for this reason established a cooperative pharmacy or 'betikín' which sold medicines that until then the residents had to purchase from outside at great cost and effort. This concern with health problems fit into bigger scheme in the community with the Maricena's membership in the Katipunan, a coordinating body for all the organizations in the area. In the Katipunan, each member organization had its own sphere of activities and Maricena's happened to be healthy. Maricena's most recent activity is the members' training in a community-based health program (CHMP), again with UP-PNH volunteers.

Like the Balic-Balic respondents, the Maricena members are from the low-income bracket and have roughly the same proportion (40%) of unemployed. However, of the majority engaged in supplementary-income activities, there are more skilled and semi-skilled workers like dress-makers, beauticians, and embroiderers than in Balic-Balic. Educational levels are relatively higher; majority reached high school and the median level is a completed high school education. The average age is somewhat lower than the other group at 42 years. All are migrants to the area, following a government resettlement program for urban squatters which started in 1969. A few were among the first wave of squatters resettled in that year. Majority came with the succeeding waves so that the average length of residence in the area is from 6 to 7 years. Unlike Balic-Balic, Gamsons is a new community whose residents do not as yet manifest much rootedness and ties to the area. The fact that the awarding of lots to the resettlers were random and no effort was made to preserve the original squatter communities has contributed to this lack of rootedness. Coupled with the problems in the area, like lack of employment opportunities and facilities, it is no surprise that an estimated 50% of the resettlers have moved back to other squatter sites closer to the city.

we were not able to get a local person who had the basic intellectual skills needed to carry out the participant observer's role. The staff eventually decided to get "insiders" from development agencies who had been working in the selected sites over the past few years. In Carmona, Cavite, the "insider" was a female community organizer working with a social development agency based in the vicinity. The Balic-Balic "insider" was a social worker employed by a foundation working in Sampaloc, Manila. The other participant observer in each organization was the "outsider." She was supposed to gather information from the eyes of someone who was a complete stranger to the group. One graduate student in Social Psychology from the Ateneo de Manila University was assigned to each of the organizations studied. The presence of two observers in each group provided the research with the comprehensive data generated by a local person and the objective and detached insights of a newcomer.

All the participant observers were required to stay in the research area for at least 24 hours a week for four consecutive weeks. The study provided them with a list of variables which they were supposed to observe during their field work (see Appendix). They recorded their observations and insights in a diary after each day in the field; data

from the diary provided the research staff with the information gathered by these observers.

### Overview of Analytic Procedure

This section describes how the research organized the aggregated data from the 1977 study, the 1979 survey, and its counterpart participant observation information to attain the three primary goals of the investigation. One research goal was to create an index or a handful of indices to measure the perceived level of organizational effectiveness. This was done by combining the data from both the 1977 and 1979 surveys on the interview schedule items relevant to effectiveness. Nine indicators measured effectiveness. Factor analysis on the nine indicators showed whether one indicator correlated highly with all the other indicators and could therefore serve as the central index. If no new indicator emerged, the indicators that claimed maximum variation with the different factors would be used to measure the variable.

A second research question concerned itself with any possible relationships between the main variable of perceived organizational effectiveness and two other variables, namely, perceived autonomy and perceived participation within the organization. Before relating the latter two variables with effectiveness, the study

first had to extract autonomy and participation measurements from the relatively long list of indicators used in the survey. Again, it used factor analysis on both autonomy and participation, in separate calculations, to find out whether one indicator correlated highly with all other indicators and could be used as the central index, or new factors emerged offering themselves as the indices of the organisational variable under study. With the autonomy and participation measurements defined, the study proceeded to relate these two variables to the third research variable of organisational effectiveness by computing for the Pearson's  $r$  correlation coefficients between the factors of autonomy and effectiveness and between the factors of participation and effectiveness. A correlation of factors showed which particular aspect of the independent variable was related to which specific aspect of the dependent variable.

The third research goal was to find out whether the perceptions reflected in the survey data were relatively accurate assessments of reality. An outside criterion of the participant observers' notes functioned to validate survey information. In order to attain the third goal of methodology assessment, the research made a qualitative comparison between the organisational profile mirrored by the respondents' perceptions and the state of the organization as described by both the "insider" and "outsider"

observer. Glaring discrepancies between survey data and the observer's notes told the research that a particular aspect of the indicator under question may have been defectively measured and this indicator should not be recommended as a viable index of any of the three organizational variables under investigation. The report will now proceed to present the findings of the study.

## CHAPTER III

### FINDINGS AND DISCUSSION

This chapter is divided into three major sections. The first part contains results relevant to the construction of indices. Even if perceived organisational effectiveness is the focus of the study, the indices of both perceived autonomy and participation are presented in the first section as all extracted variable measurements are used for correlation. The statements of relationships between variables are found in the second section of this chapter, under the heading "Correlation of autonomy and participation with effectiveness." The final section deals with the comparison of survey with participant observation data.

#### Indices for Organisational Dynamics

Five indicators assessed the respondents' perception of autonomy. For the sake of reporting, let us number the variables in the following manner:

Indicator #	Description of Indicator
1	Manner of selecting leaders
2	External support during establishment of the organisation
3	External support at present

indicator (i.e., #3), correlates negatively with the first two indicators of manner of selecting leaders and external support during the establishment of the organization. It appears that members who perceive that they have relatively high organizational autonomy at present are also the same individuals who feel that autonomy was low (or nonexistent) during the formative period of the group, when they were still establishing their organization and selecting their leaders. The fourth indicator assessing the help asked from the organization by nonmember contributors correlates highly and positively with our central indicator. The reason behind this may be that they both assess the current autonomy situation of the organizations in question.

In order to identify the common factors among the five autonomy indicators, the research proceeded to factor analyse the data. Table 2 shows the main factors existing among the indicators and presents the amount of variance for each indicator accounted for by the specified factor.

The definition of autonomy can be based on two dimensions clarified by factor analysis: first, the presence of linkages with other agencies on an egalitarian basis; and second, linkages with other agencies featuring some sort of interference in internal organizational affairs.

Factor 1 pertains to those organizational functions relevant to autonomy in which the outside agency allows the

**TABLE 2**

**Indicators Accounted for by the Two Main Factors**  
**Existing in the Autonomy Measurements, with**  
**Corresponding Indicator Variance**

Factor #	Indicator	Variance Accounted for by Factor
1	Help asked from organization by nonmember contributors	.906
	External support at present	.810
	External support during the establishment of the organization	-.297
	Involvement of nonmembers in budget decision making	-.165
2	Manner of selecting leaders	.692
	External support at present	.581

organization to retain its distinct boundaries. It includes such linkages as being asked for help by nonmember contributors and asking for help from outsiders or another agency. The low negative factor loadings on the variables "External support during the establishment of the organization" and "Involvement of nonmembers in budget decision making" makes reaching any conclusion about their relevance to autonomy difficult, as it is possible that random error may have been at work.

The overlap of the variable "External support at present" with Factor 2, as seen from the factor loadings of this variable on both Factor 1 and Factor 2, suggests that help from an outside agency can work also on the level of interference in internal affairs, and may affect strictly intra-organizational functions such as choice of group leadership. Factor 2 makes it clear that leadership selection is a primary organizational function as far as autonomy is concerned. In summary, data on perceived autonomy point to a possible central indicator which correlates highly with the other indicators, this refers to the item assessing present external support. Furthermore, factor analysis suggests two principal concepts that may be underlying the five indicators. One factor refers to that aspect of autonomy that permits relative independence on the part of the organization in question, the second factor describes active interference of an outside entity into the internal affairs of the group.

Another variable covered by this study was perceived organizational participation or the extent to which the members were involved in organizational activities. Six indicators contributed to the measurement of this research variable, namely:

Indicator #	Description of Indicator
1	People involved in planning organisational activities
2	Level of member interest in activities
3	Attendance during meetings
4	Level of freedom in expressing opinions
5	Level of member obedience to rules and regulations
6	Level of member respect for leaders' decisions

Table 3 shows how each of these variables are related to each other. A Pearson's  $r$  value in each of the cells establishes both the direction and intensity of the various relationships presented.

TABLE 3

Correlation Matrix Showing Relationship Between the Different Indicators of Participation

Indicators	1	2	3	4	5	6
1	1.0	.05	.22	-.32	.05	.04
2		1.0	.20	.22	.60	.57
3			1.0	-.10	.16	.11
4				1.0	.34	.36
5					1.0	.68
6						1.0

Indicators 1 (people involved in planning organizational activities), 3 (attendance during meetings), and 4 (level of freedom in expressing opinions) do not appear to correlate highly with any other indicators. If three out of six indicators are relatively independent of the indicator pool, then perhaps the idea of a central index cannot be proposed for this variable. The indicator of "Level of member obedience to rules and regulations" overlaps with two other measures, namely, the "Level of member interest in activities" and the "Level of member respect for leaders' decisions." Finally, member interest also correlates highly with the latter indicator of respect for leaders' decisions. With the lack of a strong central indicator, the research turned to factor analysis to find out if there were hidden common concepts linking up the six indicators. Table 4 presents the factor analysis results.

The dimensions underlying participation are on two distinct levels: First, an awareness and acceptance of group functions in what may be characterized as a "passive" form of participation; and second, an "active" form of participation as a behavioral manifestation of involvement in such group functions. Between these two forms is an overlapping of the participatory function of free expression of opinions, since this variable has factor loadings on both Factor 1 ("passive") and Factor 2 ("active").

TABLE 4

Indicators Accounted for by the Two Main Factors  
Existing in the Participation Measurements,  
with the Corresponding Indicator Variances

Factor #	Indicator	Variance Accounted for by Factor
1	Level of member obedience to rules and regulations	.842
	Level of members respect for leaders' decisions	.805
	Level of member interest in activities	.707
	Level of freedom in expressing opinions	.426
2	Persons involved in planning organisational activities	.595
	Level of freedom in expressing opinions	-.549
	Attendance during meetings	.349

Factor 1 includes awareness of and obedience to rules and regulations, respect for leaders' decisions and interest in organisational activities. Curiously enough, members who perceive participation in these terms are more likely to feel that opinions can be freely expressed at meetings, in contrast to members who participate more actively in

organisational activities. The free expression of opinions has a negative factor loading on Factor 2, which includes such organisational behavior as planning for organisational activities and attendance at meetings. The interpretation is that the more active forms of participation are perceived as limiting to the expression of opinions. Members who plan for organisational activities and attend meetings are thus perceived as unable to express their own opinions freely. The implication of such a perception may be that active members carry on the organisational functions and the passive members criticise.

In summary, participation measures do not seem to have one central indicator around which most of the others revolve. However, it seems that freedom to express opinions while not central is more relevant to the rest than any other indicator. Two factors run beneath the six indicators, these are the concepts of active participation with behavioral manifestations of involvement and passive participation which is heavily cognitive in nature and whose only behavioral aspect is the relatively passive action of obeying rules and regulations.

The main variable of interest to the study was the dependent variable of perceived organisational effectiveness. The initial parts of this report explain how this variable of effectiveness may be used as an index of the larger

concept of woman in development. Eight indicators assessed the respondents' perception of organizational effectiveness, namely:

Indicator #	Description of Indicator
1	Activities that the organization can do (about the local problem)
2	Activities that the people want the organization to do
3	Degree to which people ask help from the organization to present problems to authority
4	Degree to which needs of people are brought to the attention of the authorities through the organization
5	Degree to which services of authorities are brought to the barrier people through the organization
6	Degree to which organization asks assistance from any government agency
7	Degree to which barrier people are involved in planning organizational projects
8	Degree to which barrier people are involved in implementing organizational projects

Pearson's  $r$  correlations were run between each pair of the eight indicators. The following table containing correlation values shows how the different measures are related to each other.

TABLE 5

Correlation Matrix Showing Relationships Between the Different Indicators of Organisational Effectiveness

Indicators	1	2	3	4	5	6	7	8
1	1.0	.07	-.09	.18	.44	-.50	-.09	-.10
2		1.0	-.02	.06	.14	-.05	.09	.09
3			1.0	.48	.51	.19	.07	.09
4				1.0	.57	.11	.12	.36
5					1.0	.15	.30	.28
6						1.0	.11	.14
7							1.0	.36
8								1.0

Table 5 does not show any central indicator which correlates highly with most of the other items. In fact, in general, the overlap among variables is low with more than a third of all the possible relationships getting a correlation score below 0.10. The highest amount of correlation is .57, which assesses the tie-up between the indicators of "Degree to which needs of people are brought to the attention of the authorities through the organisation" and "Degree to which services of authorities are brought to the barrier people through the organisation."

Perhaps the common source of variance of these two indicators is the amount of influence the organization has on higher local authorities, increasing the communication channels between these two social entities.

Factor analysis generated more insights into the eight indicators of perceived effectiveness. Table 6 lists the findings of factor analysis computations.

Organizational effectiveness takes on three dimensions as a result of factor analysis: first, the ability of the organization to develop two-way communication between the people of the community and the government; second, the ability of the organization to mobilise support from the people; and third, the responsiveness of the organization to the problems in the community.

Factor 1 includes such organisational functions as (a) bringing the needs of the people to the attention of the government, (b) being asked by the people for help in airing their problems to the government, (c) bringing the services of the government to the people, and (d) asking for government assistance. The range of factor 1 puts the organization in the position of "middleman" to the needs and problems of the people on one hand, and the services and assistance from the government on the other.

Factor 2 has to do with the involvement of the community with organizational affairs, specifically with planning and

implementing projects of the organization for the community. This involvement shows the capacity of the organization to mobilize the community in support of its projects.

Factor 3 includes the ability of the organization to articulate and process the needs and demands of the community in response to community expectations. The two variables pertain to whether the organization can do something about the problems and what the people expect the organization to do about it.

In summary, effectiveness measures do not point to one central indicator around which the other items revolve. Factor analysis, however, brought out three concepts which may be used to assess organizational effectiveness. These are the concepts of the abilities to establish two-way communication lines between the barrio people and local authorities, mobilize support from the people, and respond to the local needs and demands. For the sake of parsimony in measurement, this study recommends that the actual measures for the variable of effectiveness be not the factors themselves but indicators that have maximum variation with each of the three factors. Hence the following indicators are pinpointed as the possible measurements of effectiveness:

- (a) degree to which needs of people are brought to the attention of the authorities through the organization,
- (b) degree to which barrio people are involved in planning

organisational projects, and (e) activities that the organisation can do to mitigate local problem.

### **Correlation of Autonomy and Participation with Effectiveness**

Aside from constructing measures for the various perceptions of organisational dynamics, this study also wanted to investigate any relationship between perceived autonomy and effectiveness, and perceived participation and effectiveness. If any relationship could be established, then a measure of perceived effectiveness (which is the focus of this research) can be described with more depth and within the context of other variables existing within the dynamics of an organisation.

Since the main purpose of this aspect of the research was to investigate relationships, it worked on the summary measures which may be hard to gather in a survey (due to the number of indicators that contribute to the summary measure) but easy to handle in the computation stage. Hence, the establishment of relationships between autonomy, participation, and effectiveness was based on the factors extracted during factor analysis and not on any central indicator nor any indicator that had maximum variation with the different factors. The study ran a Pearson's  $r$  correlation between the different factors in question.

TABLE 7

Correlation Matrix Showing Relationships Between the  
Different Factors of Organisational Dynamics

INDEPENDENT VARIABLES:	DEPENDENT VARIABLE: ORGANIZATIONAL EFFECTIVENESS		
AUTONOMY AND PARTICIPATION	FACTOR 1: Ability to establish two- way communi- cation between the barrier people and the local authori- ties	FACTOR 2: ability to mobilise support from the people	FACTOR 3: Ability to respond to local needs and demands
AUTONOMY:			
FACTOR 1: Reli- tive independence on the part of the organisation	-.21*	-.005	.08
FACTOR 2: Active interference into internal organisa- tional affairs by an outside entity	-.07	-.06	.12
PARTICIPATION:			
FACTOR 1: Active (behavioral) participation	.17*	.04	-.17*
FACTOR 2: Passive (cognitive) participation	.26*	.16	.24*

\*Significant at the .05 level

Table 7 presents the  $r$  values existing between the various factors involved.

One hypothesis this research wanted to test was whether there existed a negative relationship between perceived autonomy and effectiveness. Table 7 shows that four out of six of the possible relationships between the different factors suggested an inverse relationship. Out of the four negative correlations, however, only one was statistically significant at the .05 level of significance. A significant negative relationship existed between the autonomy factor of "Relative independence on the part of the organization (on an egalitarian basis) and the effectiveness factor of "Ability to establish two-way communications between the barrio people and local authorities." This finding suggests that egalitarian linkages with external support groups increase the capacities of a group to deliver messages to both the barrio people and the higher authorities in the area.

An unexpected correlation result emerged when the third effectiveness factor of the "Ability to respond to local needs and demands" correlated positively, though insignificantly with the two autonomy factors. What is unusual here is the positive direction of the relation between factors that were predicted to be negatively related. In spite of the statistical insignificance of the correlation value,

the findings may lead one to suspect that perhaps more autonomy from external sources may be perceived to make an organization more responsive to the real grassroots needs of their immediate community.

Another hypothesis investigated by the research was the existence of a positive relationship between perceived participation and effectiveness. Table 7 indicates that a positive relationship indeed exists in five out of the six possible relationships between the different factors. Three correlations statistically support the research hypothesis at the .05 level of significance; the effectiveness factor of "Ability to establish two-way communications" is positively and significantly related to the research's two participation factors. The third positive significant relationship is between the factor of "Ability to respond to local needs and demands" and the factor of "Passive, heavily cognitive participation." It appears that members who perceive their group to be high in verbal participation also feel that their organization is able to answer to local needs. Perhaps the function of a grassroots group is primarily one that is able to verbalize for the others and an organization with high verbal participation satisfies this need.

Another unexpected correlation emerged among the participation-effectiveness relationships. Although the research hypothesis predicted positive correlations in this

area, Table 7 shows a negative correlation significant at the .05 level between the factor of "Ability to respond to local needs" and "Active participation, with behavioral manifestations." Why does increased active participation seem to be a hindrance to the group's ability to respond to local needs? The only explanation this study can offer (aside from an extreme case of random error) is that the wider-spread participation is within a group, the less focused are its activities; consequently, more heterogeneous activities fail to concentrate on the one major problem of the community.

In summary, correlating the different factors of perceived autonomy, participation and effectiveness produced results that went along the general lines of the research hypotheses. However, only four out of twelve correlation values were statistically significant and in the direction predicted by the study. Five of the correlation values went along the predicted directions but did not reach the .05 significance level. The remaining three correlations negated the research's prediction; one of these three relating a participation to an effectiveness factor was even statistically significant.

## Comparison of Survey and Participant Observation Data

This section compares the survey findings with the participant observers' notes. The goal of this analysis is to find out whether the survey items as measures of perception are accurate reflections of the actual dynamics of the organizations. Findings are classified according to the major variables of the study, namely, autonomy, participation and effectiveness. Only the urban and semi-urban sites had observers; survey data from rural Nueva Luján could not be crosschecked by any participant observer.

These data were gathered in 1977 and any differences in the survey and observation data cannot be traced to the methodology of data gathering, as organizational maturation effects occurred in the time lapse and may function as the actual cause of survey-observation discrepancies.

### Autonomy

The Carmona participant observers' data on the manner of selection of officers and on the presence of an agency helping; the organization supported the survey findings of the members' perceptions. All agree that leaders were elected and that there was an agency helping the organization. In the matter of whether there was support for the establishment of the organization, the members' claim that

there was no support was at odds with the PO data attesting to the fact that there was. Finally, the issues of whether there were nonmember contributors who ask help from the organization and whether outsiders were involved in budget decisions could not be resolved from the PO data because of disagreements between the two participant observers.

The existence of nonmember contributors in Carmona was verified by the "insider" PO who also said these nonmember contributors ask for help, but only in matters pertaining to health. Between the "outsider" PO and the members of the organization, however, there was agreement that there were no nonmember contributors to the organization. Perhaps the misunderstanding was in the interpretation of the concept of asking help; requests by groups for coordination may have been perceived as help requests by one and not by another.

The question of outsider involvement in budget decisions, on the other hand, seems to have been subject to wide interpretation. The "outsider" PO took some members' claims at face value that there were none involved in budgetary decisions but the "insider" PO qualified this. According to the "insider" PO, while it is true that the group decides on budget matters, the representative of the sponsoring agency has a very strong influence in these decisions. The members' perception as a whole is confirmed by this since a full third of the group said that outsiders were involved.

In summary, the Carmona IO data verified the perception of only two of the five indicators for autonomy-- that of selection of officers and the presence of an agency helping the organization. Disagreements between the FOs and the members on the other three indicators make the resolutions of the specific points of conflict difficult. However, the overall conclusion of both FOs that Maricena had low autonomy was at variance with the members' own perception that their group was fairly autonomous.

There were several points of agreement between the survey findings and the IO data in Balic-Balic. The IOs confirmed the members' perception that (a) all the leaders were elected, (b) there was an agency helping the organization, and (c) no outsiders were involved in budget decisions. Whether there was support for the establishment of the organization and whether nonmember contributors asked help from the organization elicited from the members responses that were quite different from the IO data.

According to the Balic-Balic IOs, there definitely was support for the establishment of the organization. The members, on the other hand, were almost equally divided between those who said it was supported and those who said it was not. It would seem obvious that the members had no clear idea of the beginnings of the organization but since less than 75% of the group recognized that there was support,

the members could still be said to perceive autonomy. This was not confirmed by the FO findings.

On the matter of nonmember contributors asking help, the members stated simply that there were no nonmember contributors. The FO said there were but they do not ask help from the organization. This difference could only be accounted for by a difference in the definition of what makes a nonmember contributor. It is possible that the members, even when outsiders contribute to their resources, do not perceive this as such and have no nonmember contributor concept in mind.

In summary, the Balic-Balic FO data confirmed the members' perceptions in three out of five indicators for autonomy: (a) selection of officers by election, (b) the presence of an agency helping the organization, and (c) non-involvement of outsiders in budget decisions. The overall FO evaluation was that the Balic-Balic Mother's Club was a fairly autonomous group; this confirms the members' perceptions that they were fairly autonomous.

### Participation

The Carmona data showed that agreement existed between the FO data and the survey findings on the following indicators of participation: (a) the members' involvement in planning the organizations' activities, (b) rating of attendance at meetings, (c) expression of opinions at meetings,

and (d) respect for leaders' decisions. However, interest in group activities was perceived as low by the IUs, contrary to the members' perception that interest was high. A point to consider in accounting for the discrepancy could be that the IUs' evaluation of low interest may have been based on the observation of poor attendance at meetings, which presupposes interest of the active kind. The same situation holds true for obedience to rules. The IU findings indicate non-adherence to rules because one of the measures of obedience was if the members attended the meetings. The members perceived otherwise, because they claim that the rules of the group are obeyed--their non-attendance at meetings notwithstanding.

The IUs and the organization members in Sarmona may have agreed on specific points but the IU evaluation as a whole attest to the low participation among the members, in contrast to the survey findings of fair participation. Again, it should be mentioned that the IU findings were heavily premised on the active form of participation, particularly in line with attendance at meetings.

The IU data for Balic-Balic confirmed the members' perceptions on three indicators of participation: (a) interest in organizational activities, (b) attendance at meetings, (c) respect for leaders' decisions. Interest in organizational activities was generally judged as low,

and regular attendance at meetings poor, but the members respect the leaders' decisions about the activities of the organization. Planning for the organization's activities, obedience to rules and regulations, and the free expression of opinions occasioned some differences in the survey and FO data.

Both insiders and outsider FOs found that the leaders do most of the planning for the activities of the group, and that the members seldom participate in such planning. The members, in turn, were almost equally divided between those who said that the planning was done by the leaders and those who said by the leaders and members. Since nearly half of the members claimed no involvement in planning, their claim tends to find support in the FO data.

Finally, the members claim that the rules and regulations were obeyed and that opinions were freely expressed at meetings found no support in the FO data. Both FOs said that the members did not obey the rules and regulations of the organization, nor did they express their opinions freely during meetings. The discrepancy with regards to rules could easily be explained; the FOs based their observations on the members' own admission that one of the duties of a member is to attend meetings regularly. Since attendance at meetings is admittedly poor, it follows that the members have been remiss in their duties and have not been obeying

the rules of the organisation. The members, on the other hand, may have been referring to rules other than attendance. No such explanation could account for the discrepancy with regard to expressing opinions at meetings. The POs noted that not only are the members of the 'The Mothers' Club passive and disinterested, but that the leaders, their president in particular, have a very strong hand in the conduct of the organisation's affairs. This would certainly not be encouraging for the free exchange of opinions or ideas.

As a whole, however, the survey findings and the PO data in Balic-Balic tally in their conclusion that participation in the organisation was quite low, plagued with problems like conflict with the local barangay and with a passive membership.

### Effectiveness

The Carmona survey data will now be compared to the observers' notes. On organisational effectiveness as a function of articulating and processing local needs and demands, PO data and survey findings agree that the main problem in the community was the lack of employment opportunities. The general feeling of helplessness about their ability to cope with this problem was reflected in the members' answers in the survey; this feeling was also

noted by the POs. Generally, it was considered that the organization cannot do anything about the problem. As to community expectations of the organization, neither the members nor the POs could effectively answer this issue. The answers to what the people want the organizations to do were so diverse that they could not be made the basis for any conclusions. What is obvious from the data sources, however, is that the members have no clear idea as to what the community expects from their organization. This inability of the group to articulate and process local needs and demands as perceived by the members was confirmed by the PO data.

The function of developing two-way communication is reflected in the questions of (a) whether the barrio people ask help from the organization in presenting their problems to the authorities, (b) whether the needs of the people are brought to the attention of the authorities through the organization, and (c) whether the services of the government are brought to the people through the organization. The discrepancy between the members' perceptions and the PO findings was marked. The members claimed that their organization fulfills all the aforementioned tasks while both POs say that this is not so on all counts. Again, the POs and the members seem to be basing their claims on two different levels. It is possible that since Maricena is a

member of the Katipunan, a coordinating body for all the organizations and agencies (private or government) in the area, the members perceive communication links between their group, the people, and government agencies as integral to this membership. The POs, in turn, may have based their evaluation on the fact that Maricena, on its own and independent of any other organization, has not performed any linking activity between the people and the government. It would thus appear that both claims are valid in the context of their interpretations of what constitutes the act of linking communication.

In mobilizing support for the organizations' activities from the community and the government, the members and the POs agree that the organization has not asked for help from any government agency and that they have not had any projects where the people were involved in the planning stage. The PO said the latter was also true for projects where the people were involved in the implementation, contrary to the members' claims otherwise. It would appear that the members interpret the people's involvement in the implementation of their projects in somewhat less stringent terms.

In general, the Carmona POs' evaluation of low organizational effectiveness confirmed that of the members' own evaluation. Both POs and members attested that the organization had been inactive for sometime, except for a continuing

and stable activity, like the local pharmacy and an occasional outsider-initiated health program.

The Balio-Balie data also show that there is relative agreement between the members' perception and the observers' assessments. The capacity of the group to articulate and process local needs and demands springs from (a) an awareness of the problems existing in the community, (b) recognition that the organization can do something about the problem, and (c) awareness of community expectations on the organization. There was agreement between the members of the group and the ICs that the main problem of the community was the lack of regular employment and the difficulty of earning a livelihood. Many members also cited the lack of cooperation in the community as another major problem, reflecting the organization's difficulties with the barangay officials in the area. On whether the organization can do something about the problem, the members' perception differed with the IC findings. Majority of the members claim that there was something the organization could do which was not confirmed by the IC. On community expectations, the members again differed from the ICs when many said the community wanted them to give direct services like donating, providing medical services, and the like. The IC findings from interviews with nonmembers from the community was that the role of the organization in the community was

not clear and that very few people knew what to expect from it. As a whole, the FO findings do not support the members' claims to an ability to articulate and process local needs and demands.

Developing two-way communications is another function of organizational effectiveness. The members' perceptions tallied relatively well with those of the FO. There was agreement that (a) the people ask the group for help in presenting their problems to the authorities and that (b) the services of the government are brought to the people through the organization. There would have been agreement also on whether the needs of the people are brought to the attention of the authorities through the organization but for a qualification by the insider FO on the matter. Both the members and the outsider FO said that the group mediates in bringing the needs of the people to the authorities, through such agencies as the *Mans*. The insider FO considered the organization's difficulties with the local barangay. The barangay is the local arm of the government, and since the group does not mediate between the barangay and the people, she concluded that the group does not bring the needs of the people to the attention of the authorities. In any case, it can safely be said that developing two-way communication is one of the strengths of the organization.

In mobilizing support from government sources and the community, there was general agreement that the organization has had projects where the people were involved in the implementation but never in the planning stage. That the organization asked help from the government was denied by the members, contrary to the PO findings that they did. This time, it could be the members who equated the term "government agency" with the local barangay, in which case their claim that they did not ask for help was valid. As a whole, the Balis-Balis PCs' evaluation that the organization was low on effectiveness confirmed the members' own perceptions in the same direction. Their problems of inactive membership and difficulties with the local barangay contribute much to this state of affairs.

## CHAPTER IV

### SUMMARY AND RECOMMENDATIONS

This research studied the organizational dynamics of low-income women's groups to answer three questions in the field of measurement, hypothesis testing and methodology. First it wanted to arrive at indices of perceived organizational effectiveness; these indices would be used by a larger supra-study to assess the level of development of women in the Philippines. The study assumed that a more effective organization reflects a higher status of development among the women members. If women are able to run their organization successfully, they are able to be "shapers of their own destiny," on the community level. This study also correlated effectiveness with other perceived group characteristics, specifically autonomy and participation. Finally, the research wanted to check if the survey method of data gathering was valid to the extent that the perceptions reported in the interviews were accurate reflections of organizational reality.

To answer these research questions, the study utilized information gathered from three data sources: secondary analysis of a survey done in 1977 in a rural barrio zone in Nueva Ecija, a new survey and participant observation

activities in a semi-urban community group in Jaramona and an urban organization in Balic-Balic, Sempaloc. A total of 153 survey respondents participated in the study.

Eight indicators of perceived organizational effectiveness measured this variable in the 1977 and 1979 surveys. A study of these indicators, by correlation and factor analysis, showed that there was no one indicator around which the others revolve. Three factors emerged from the analysis, evaluating effectiveness in terms of the organizations' functions of communicating within the barrio, involving barrio people in group projects, and acting on the needs of the local people. There was one indicator that exhibited maximum variation for each factor. The research recommends these three indicators as the final indices for perceived organizational effectiveness. They are (a) the degree to which needs of people are brought to the attention of the authorities through the organization, (b) degree to which barrio people are involved in planning organizational projects, and (c) activities that the organization can do about the local problem. The latter indicator, however, should be used with caution. Participant observers' data from Balic-Balic contradicted survey findings from the same organization. Apparently, the women saw their activities as behavior that could solve the local problem while the observers claimed that the

organization could not do anything about the community situation. The study recommends that the final indicator, if used, be altered in the direction of clearer operationalization, as for example, a query on the activities in the past six months that dealt directly or indirectly with identified local problem.

Another goal of the study was to test two hypotheses of correlation. One predicted a negative correlation between perceived autonomy and organizational effectiveness. The other hypothesis stated that there was a positive relationship between perceived participation and effectiveness. Factors extracted from the different indicators of the variables were subjected to the Pearson's r correlation. In general, the findings supported the hypothesized correlation directions with most of the autonomy factors being negatively related to the effectiveness measurements and most of the participation factors being positively related to the dependent variable. A few deviant relationships, however, claim attention and imply that only large aspects of the variables and not the entirety of each variable are related to each other in the hypothesized direction.

In the process of establishing relationships between variables, the research developed indicators for the two

hypothesized independent variables of perceived autonomy and participation. The indicators are offered here as possible measures of development in themselves. In the study of autonomy, one central indicator emerged and correlated highly with the other indicators; this was the item assessing present external support. Among the various participation measures, however, there was no central indicator. This research suggests that measurement of participation should revolve around the two factors that ran beneath the six indicators (as shown by factor analysis). These two aspects of participation are active involvement with behavioral expressions of interest and passive participation which is heavily cognitive in nature.

The final purpose of the study was to find out whether the survey method of gathering perceptions on women's organizations was a good way to get a picture of what was really happening within the groups. In general, perceptions reflected the real social situation. Findings show that most of the discrepancies between members perception and the participant observer lay in assessing organizational autonomy. Assessments of participation and effectiveness, as a whole, encountered no major contradictions between the two sources of data on organizational dynamics. The study recommends that the indicators of autonomy be reworded in

a clearer manner and these be analyzed again using fresh empirical data. The other two variables of participation and effectiveness can be accepted as viable measures of organizational reality.

APPENDIX—Continued

Perception Indicators  
of the Survey

3. whether or not nonmember contributors ask help from organization

4. whether or not there are others involved in budget decisions

Participation

1. persons involved in planning organization's activities

Questions that the RO  
Should Answer

3. Why did the sponsoring agency decide to form the organization? Are there any other nonmember contributors aside from the sponsoring agency? What benefits (material and social psychological) do the sponsoring agency and/or nonmember contributors get from the organization?

4. What were the group's major expenses in the past six months? (For each major expense): Who decided on what to spend for? Who decided on how much to spend? Who approved of the expenses?

1. What was the organization's most recent activity? When (specific dates) did this occur? When (specific dates, if possible) did the planning of this activity begin? Who was at the planning meetings? Who facilitated the planning discussions?

Quantifiable Data to Be  
Gathered by the RO

3. ratio of organizational issues/projects which directly benefitted nonmember contributors in the past six months, over the total number of organizational issues/projects handled in the past six months.

4. ratio of the number of nonmembers involved in budget decisions in the past six months over the total number of people involved in budget decision in the past six months

1. ratio of the number of rank-and-file members involved in planning the group's most recent activity over the total number of organizational rank and file members

Assessment Indicators  
of the Survey

Questions that the FO  
Should Answer

Verifiable Data to be  
Gathered by the FO

- |  |   |   |
|--|---|---|
| 2. whether majority of members are interested in organization's activities     | 2. What do the members know of the organization's most recent activities? What are their random thoughts and feelings about these activities? Is apathy a problem in the organization? How is apathy expressed?                           | 2. •  |
| 3. number of members who usually attend organization's meetings                | 3. How many members were present in the two most recent general meetings?   | 3. ratio of the number of members who attended the most recent general meeting over the total number of members |
| 4. how frequently members express their opinions/ views freely during meetings | 4. Was there any comment/ statement that a member wanted to say but failed to express during the most recent meeting? What was this comment? Why did she not express herself?   | 4. •  |
| 5. whether or not members usually obey organization's rules and regulations    | 5. what are the three primary duties of the members? In the past six months, were these duties carried out by the members? why: were they strongly pressured to obey or did they carry out their duties under relatively minimal pressure | 5. •  |

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\*Could not be defined at the onset of the research.

Perception Indicators  
of the Survey

6. whether or not members respect leaders' decisions

Questions that the FO  
Should Answer

6. what was the most recent major decision made by the organization's leaders? Did the members comply with the leaders' decision? How was compliance expressed? Was there any objection to the decision? How were objections expressed?

Quantifiable Data to be  
Gathered by the FO

6. \*

Organizational  
Effectiveness

1. whether the organization has had any projects in which the barrio people were involved in planning; whether the organization has had any projects in which the barrio people were involved in implementing;

1. In the past six months (i.e., since August), what were the different projects or activities of the group? When (specific dates) did these occur? (For each project or activity): Were nonmembers in the barrio involved in the planning? Were they consulted individually or did they participate in meetings? Why/why not? Were barrio nonmembers involved in implementing the project? How many nonmembers were asked to join in? Why? If none joined in implementing, why not?

1. ratio of the number of projects in the past six months in which the barrio people were involved in planning over the total number of projects in the past six months; ratio of the number of projects in the past six months in which the barrio people were involved in implementing over the total number of projects in the past six months

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\*Could not be defined at the onset of the research.

APPENDIX—Continued

Perception Indicators  
of the Survey

Questions that the FO  
Should Answer

Quantifiable Data to be  
Gathered by the FO

- |  |   |   |
|--|---|---|
| <p>2. whether organization has asked assistance from any government agency</p>   | <p>2. In the past six months, did the organization ask help from any government agency? what specific help was this? How was the request relayed? By whom? Why this/these person/s?</p>   | <p>2. ratio of the number of projects in the past six months in which the organization asked governmental assistance over the total number of projects in the past six months</p>   |
| <p>3. what the people want the organization to do regarding major barrier problem</p>  | <p>3. What is the most felt problem in the barrier? In the past six months, have any nonmembers approached the organization about this? Why/why not? What was the nonmembers specific request? To whom did the nonmember present her request?</p> | <p>3. number of times a barrier nonmember approached the organization about the dominant barrier problem in the past six months</p>   |
| <p>4. whether the organization can do something to eliminate the problem; what organization can do to eliminate the problem</p>  | <p>4. In the past six months, has the organization done anything in relation to the major barrier problem? Explain in detail what and when this was done, who did the activity, and aspects of success and failure of the activity</p>            | <p>4. number of projects carried out in the past six months that are directly related to solving the dominant barrier problem</p>   |
| <p>5. whether barrier people ask help from organization to present problem to authorities; whether there was an instance when the organization presented any matter to authorities</p> | <p>5. In the past six months, has any barrier nonmember asked the organization to relay messages to higher authorities? What were the instances? (for each situation): when did this happen? who in the organization was</p>                      | <p>5. number of times a barrier nonmember asked the organization to relay messages to the higher authorities in the past six months; ratio of the number of times the organization presented any message to the authorities</p> |

Persecution Indicators  
of the Survey

APPENDIX - continued

Questions that the IO  
should answer

Quantifiable data to be  
Gathered by the IO

approached by the nonmember?  
Was the message relayed? Did  
the higher authorities re-  
spond to the message? Why/  
Why not?

in the past six months,  
over the number of times  
a barrio nonmember asked  
the organization to relay  
messages to the higher  
authorities in the past  
six months

6. whether authorities ask  
help from organization to  
transmit messages to the  
barrio people

6. In the past six months, has  
any staff or field worker  
from the government offices asked  
the organization to relay any  
message to other nonmembers?  
When did this happen? What was/  
were the message/s? What did  
the organization do about the  
request?

6. number of times a government  
field or staff worker asked  
the organization to relay  
any message to other non-  
members in the past six  
months

7. whether services of author-  
ities are brought to the  
barrio people through  
organization

7. In the past six months, has  
any government office extended  
services to the nonmembers  
through the organization? When  
was this? What type of service  
was extended? Why did the  
authorities use the organiza-  
tion as a channel for delivering  
services?

7. number of times any govern-  
ment office extended services  
to the nonmembers through  
organization in the past  
six months

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APPENDIX

Guidelines for Participant Observers

Assessment Indicators  
of the Survey

Questions that the FO  
Should Answer

Quantifiable Data to be  
Gathered by the FO

Answers

1. whether organization was supported by outside groups; whether or not agency/group helps organization

1. How was the organization started? What were the specific inputs (material and social psychological), if any, of the sponsoring agency at the start of the organization? at present? Aside from the sponsoring agency, did any other outside group show interest in starting the organization? does any other outside group show interest in maintaining the organization? What, specifically, did these outside groups do at the beginning; do these outside groups do at present?

1. ratio of the number of times organizational issues/projects discussed with the sponsoring agency in the past six months, over the total number of organizational issues/projects handled in the past six months.

2. whether leaders were elected or appointed

2. Who are the present officials of the group? How did each one come into office? Get the details of the most recent election proceedings, if there were any: How many members voted? Did they use secret or open balloting?

2. ratio of appointed leaders over total number of leaders

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APPENDIX

Guidelines for Participant Observers

Preselection Indicators  
of the Group

Questions that the IO  
Should Answer

Quantifiable Data to be  
Collected by the IO

Answers

1. whether organization was supported by outside groups; whether or not agency/group helps organization

1. How was the organization started? What were the specific inputs (material and social psychological), if any, of the sponsoring agency at the start of the organization? at present? Aside from the sponsoring agency, did any other outside group show interest in starting the organization? does any other outside group show interest in maintaining the organization? What, specifically, did these outside groups do at the beginning; do these outside groups do at present?

1. ratio of the number of times organizational issues/projects discussed with the sponsoring agency in the past six months, over the total number of organizational issues/projects handled in the past six months.

2. whether leaders were elected or appointed

2. Who are the present officials of the group? How did each one come into office? Get the details of the most recent election proceedings, if there were any: How many members voted? Did they use secret or open balloting?

2. ratio of appointed leaders over total number of leaders