Converlogical Management Theory: Towards the Development of the Communicative Competence of an Organization

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Management practice has been evolving from a very rigid and behavioristic practice into something more flexible and humanistic. Critical Management Studies (CMS) is, partly, inspiring such move. In the same vein, I attempted to combine and "mutually animate" Management by Objective (MBO) popularized by great management guru Peter Drucker and the Theory of Communicative Action (TCA) by Jurgen Habermas. The result of which is a novel management theory called "Converlogical" (Conversational/Dialogical) Management Theory. I used concept analysis and deductive approach on various materials to build the theory. The whole MBO process was animated by embedding the validity claims of Habermas' truth, rightness, intelligibility and sincerity. The fusion of the vision of Drucker and Habermas highlights the moral and transformative function of business organizations today. Such organization requires the development of communicative competence to be embedded in the organization's core values, structures, staffing, capability building programs, organizational culture, communication processes, and performance management system. This paper provides practical recommendations how communicative competence can be operationalized in an organization. Such humanistic vision for organizations provided by Drucker and Habermas should not be ignored even when organizations are pressured to privilege strategic rationality in its attempt to adapt and thrive within an increasingly complex business environment.

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Organizations are open systems and thus vulnerable to environmental changes, global economy, and international politics. The compelling global warming rhetoric, for example, has engendered policies and programs that altered or totally eliminated some business processes that were linked to such environmental phenomenon. Accordingly, managers in this present dispensation are tasked to find ways to accommodate the changes in the external environment and still remain competitive. They also face the challenge of fulfilling their

corporate social responsibility. In the past, most management strategies would usually just focus on improvement of the bottom line, however in the recent years, most business organizations have to confront the call from various sectors to help in solving various maladies, especially the ones that they directly or indirectly caused to happen.

Corresponding to the demands for change in business environment and economic structure is the search for a more appropriate management concept or philosophy. Throughout history, we have seen that management philosophy and practice evolved beginning with the classical approaches or sometimes called the scientivistic management approach of Frederick Taylor introduced at the turn of the 20th century. Towards the end of the century, the trend was suddenly destabilized by the emergence of the so called Critical Management Studies (CMS). This paradigm, which became popular in Europe, was mainly influenced by the Critical Theory of Frankfurt School in which Jurgen Habermas was counted as its major theorist. CMS foregrounded the moral and ethical responsibility of management. It challenged managers "to consider their role and responsibility in society; to consider not just the means of managing (the techniques), but the ends and the outcomes" (Cunliffe, 2009).

But long before the emergence of CMS, Peter Drucker, the Father of Modern Management, already wrote about his vision for social change as the core for his management philosophy. Unfortunately, though Drucker was the most-quoted management writer, his transformative ideas for social change were sifted out and not adequately represented in most management books in America. One explanation was his ideas were introduced during a period when the pervading management practices were strongly dominated by scientivistic and behavioristic perspectives (McLaren, Mills, & Durepos, 2009). Therefore, one intention of this study is to re-capture and re-assert Drucker's original vision for societal change in management and situate

it within the practical concerns of contemporary management.

I sought to examine closely the questions about MBO that were raised in earlier literature. Particularly, I explored the possibility of expanding and enriching MBO so that it will still be an effective management tool for the current times. Furthermore, I am responding to the challenge of Ira Jackson, Dean (Jackson, 2010) of the Peter F. Drucker and Masatoshi Ito Graduate School of Management, who said that Peter Drucker's profound wisdom and integrity should serve as a constant reminder to those in the academe and research, that we should strive not only to be leadership and management experts but also to be social ecologists. This means that we should be concerned about societal health and making a better world to live in.

Drucker's approach to organization is keenly focused on the humanistic side of the enterprise, given the notion that people have value and dignity. The role of management in this regard is to provide a context in which people can flourish both intellectually and morally, to understand more fully the implication of people as human beings, and to realize that the management is responsible for the development of these people (Pollard, 2010).

My other aim is to find ways to incorporate ideas from pure philosophy into management strategies such as the MBO and to create a more nuanced management theory that can be more responsive to the times and can withstand against countervailing forces brought by competing strategies. One limitation of this paper is that it will not test empirically the theory's usefulness in a specific business context, which can be a topic for another research.

The original and complete term for MBO was Management by Objectives and Self-Control. Self-control was part of the original nomenclature for the management model because, although an employee who works for an organization has his own personal agendas, he is part of a larger whole and must act in ways that are in line with the bigger picture that he is a part of. The executive

or manager then plays an important figure to make this happen.

Communicating MBO

I chose Management by Objectives (and Self-Control) as configured originally by Drucker because of its potential of becoming a sustainable management philosophy for the dynamic business environment that can ultimately contribute to society's good when properly communicated. MBO postulates that corporations can be very instrumental in producing a better society if they perform well. And this can happen when their objectives are clear and communicated well. Organizational communication is crucial to the survival of a business enterprise. Groysberg and Slind (2012) confirmed the value of a new communication process: "Traditional corporate communication must give way to a process that is more dynamic and more sophisticated. Most important, that process must be conversational" (p.3).

Critiques have pointed out that the MBO model does not seem to provide or foster the participatory atmosphere and mutual support that are needed to make teams cohesive and optimally effective. For them, the MBO fails to integrate into the business objectives the team approach, in which employees' objectives are tied into overall company goals and horizontally communicated to other employees. Following the MBO logic, vertical communications between the supervisor and subordinate dominate the programs, which was consistent with a traditional top to bottom approach in managing. In many aspects, MBO further reinforces the traditional culture of most organizations. It is trapped by the deeper commitments of human resources which is not to increase capacities but perform tasks for the sake of compliance. In this case, control rather than creativity is emphasized (Sokolik, 1978; Litoiu, 2010).

Animating MBO Through TCA

As previously explained, MBO lacks the communicative action component in order to become an effective at the same time transformative management tool. In other words, MBO's communicative potential is yet to be realized. To fulfill this purpose, there is a need to reconstruct the top-down MBO model by integrating Habermas' TCA which has a strong conversational element.

In realizing the communicative potential of MBO, TCA provides a significant plausibility for complementation. TCA provides a framework of dialogue towards the attainment of an agreement. In the process of dialogue, no coercion shall be exercised by any of the parties involved, especially among the principal or the owners of the business, the top managers, and the rank and file. Had the MBO was constituted with communicative principle then it could have become a more lasting management theory by itself.

TCA provides a moral structure to MBO so that coercion does not come into play. MBO recognizes diversity and TCA provides an order to the structure which serves as the truth to make sure that there is rationality in the process of discourse. MBO and TCA embrace diversity with grounded rationality. Embracing diversity with truth can create order because everyone can claim that a certain proposition is deemed to be true. It is these properties of TCA that I seek to infuse into the MBO to realize its full potential and become an effective management theory.

The TCA and MBO is a fusion of management and pure philosophy. Integration of thoughts of Habermas and Drucker who are both believers of a healthy society makes the theory a more viable management philosophy. Thus, I aimed to answer the question: "How can MBO be animated with TCA and make it a sustainable management theory amidst complex contemporary management issues?" It furthermore situates the management practice in a social and cultural context marked by diversity. This study is mainly stimulated by the desire to revive and reassert that the MBO—

especially its reconfigured version—is still the most ideal and transformative management theory in the field of business.

Context-wise, the problem arises from the limited interpretation of MBO by many management practitioners and researchers. TCA can be institutionalized in the organization despite cultural differences, as the fusion redefines the legitimate power endowed on a supervisor. This warrants the subordinate to speak freely without constraint.

MBO operationalizes TCA, and consequently, TCA animates MBO. It is also my stand that if a theory like the TCA is embedded in each of the processes of MBO, the latter becomes a meaningful and ideal management philosophy which fulfills its original objective of providing employees an experience close to a utopian ideal through the workplace, which was Drucker's aspiration. Seeking for an almost utopian experience in an organization requires a transformative management philosophy. This would be the synthesis of the ideas of a known management guru cum social ecologist and that of a philosopher cum social scientist. This melding of ideas is called MBO and TCA.

A management theory becomes more useful and relevant if it can be actualized in a certain practice. My third objective is to answer the question "how can MBO and TCA be conceptually realized in an organization?"

METHOD

In the analysis of MBO and TCA, the Wilsonian Method of Concept Analysis modified by Walker and Avant was used. The method is appropriate for theory building (through a process of defining and clarifying or explicating MBO and TCA) in order to identify the structure of converlogical management theory. The concept analysis steps used in this paper include the following: (1) Selecting the specific concepts to be explicated which were MBO and TCA; (2) Determining the aim and purpose of analysis–which was to

deduce a new management theory out of these two concepts; and (3) Identifying all uses of the concept that can be discovered which allowed me to determine the defining attributes, identification of a model, and defining empirical referents.

Available published literature was used to supply the parts of the concepts subjected for analysis. These were processed through the stages of concept analysis method until it produced a plausible management concept.

Concept analysis is associated with the research design of philosophical inquiry. Petocs and Newberry (2010) also described the method as "analysis of concepts, terms, variables, constructs, definitions, assertions, hypotheses, and theories… for clarity and coherence, critically scrutinizing their logical relations, and identifying assumptions and implication" (p. 126). Concept analysis also examines the broader context–concept and socio-historical. This implies that concept analysis is also hermeneutical in its approach. Such approach was useful in analyzing Drucker's ideas against the backdrop of the dominant management perspective of his time, interrogating how his ideas might have been interpreted differently from Drucker's original intent. Such analytic approach was also instructive in the process of identifying thinkers and other personalities that could have had influenced the claims of Drucker and Habermas.

The requirements for an adequate explication of the concepts provided the criteria in choosing the data coming from various sources—books, chapters, essays, discussions, newspaper articles, historical documents, speeches, conversations, and advertising. Greater priority was given to published materials. Keywords such as communicative, MBO, TCA, human resources, rationality, freedom, business organization, critical management studies were used to create the corpus that was subjected to concept analysis. Part of the corpus is my own knowledge and insights as practitioner and teacher of management. Themes were identified on a semantic level, identifying the explicit and surface meanings of data. Furthermore, these themes were causally

related and considered according to the level of its importance to the research question. "A theme captures something important about the data in relation to the research question" (Braun & Clarke, 2006). The study also identified subthemes to capture the parts of the total theoretical structure of MBO and TCA. It analyzed and compared the parts or attributes of each structure and examined possible logical relations. It established tentative relationships between variables and analyzed how they would fit in together in a coherent management model that fuses MBO and TCA.

RESULTS

MBO and TCA: The Fusion of Two Theories

Figure 1 is a converlogical management theory, which fuses MBO and TCA. The result of which is an organizational communication which is converlogical or conversational and dialogical.

The diagram shows the norm that the organization's philosophy (truth), which could be proposed by the owners or founders of the organization, should be understood well from top to bottom. Managers play a critical role as they serve as the bearer of information from the top to bottom and vice versa. The arrows that were pointing downward and upward denote that a continuous feedback system is happening coming from below, which are consequently brought to the top management. The organization facilitates intelligibility or common understanding of objectives, avoiding or totally eliminating communication gaps. Programs and projects define normativity harnessing human resources' linguistic competency in the process. The founder's vision/mission of the truth is embedded in to the day-to-day operation of the business, thereby becoming a culture eventually. The theory's by-products are the desired results propositions which make the organization as a giver of life to the society.

Discussion

The converlogical management theory leads to several themes that are presented through a series of desired results.

Desired Result 1: Inter-subjective type of management which treats all employees as rational and dialogical beings; that every employee is able to exchange conversations with another person and his opinions and suggestions are being heard and taken into consideration for decision making. Rational discourse is put into practice. This desired result has various elements, to wit:
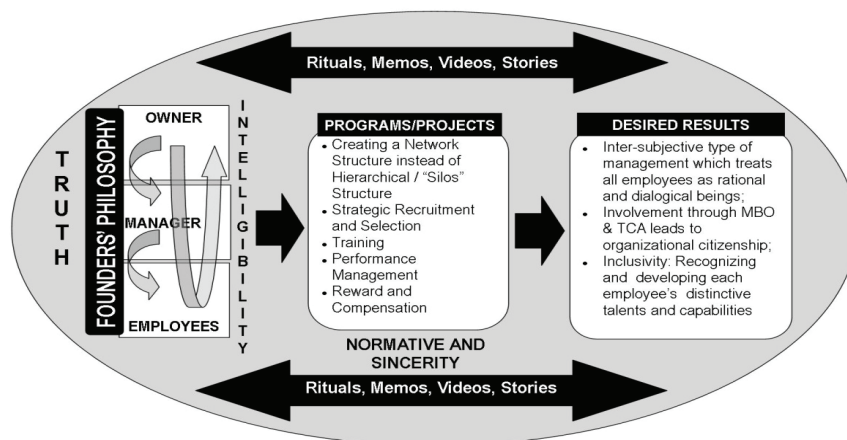

Figure 1. MBO and TCA

1.   Employees are valued through genuine employee participation. In an organization, the management has the obligation to make available various avenues for genuine employee participation. People feel they are valued when they are given the opportunity to be part of a discussion and their opinion is considered. In this way, they feel that they are a significant part of the organization. This is true to all human beings regardless of their status, ethnic origin, and personality. What everyone desires is the opportunity to be heard.

2. Freedom from coercion, breaking the power-distance dilemma. A subordinate will not insist on something which he knows very well that goes against the opinion of his supervisor, otherwise he gets a low score on this particular indicator. In organizational setting, when a subordinate is faced with his supervisor, he is expected to cooperate and agree on whatever the supervisor tells him.

A large number of organizations implement participative management but not necessarily a "communicative" one. Take the case of a study conducted by Kuye and Sulaimon (2011) about employee involvement in decision making in Nigeria. They implied that the possible reason for managers' lack of concern about employee involvement in decision making is due to their high power distance culture. Power distance signifies how individuals regard power differentials within firms or society as a whole (Menzel, Krauss, Ulijn, & Weggerman, 2006). It influences the degree to which participation is practiced. In high power distance culture, employees are not involved in decision-making.

3. Constructive "grapevine" form in reaching an agreement. Form of employee motivation beyond legality. Why is grapevine at times effective? The grapevine provides and avenue for the employees to talk freely. They are not afraid that what they say in the discussion will be taken against them. The grapevine provides a prospective occasion where and individual is true to himself, without any apprehension, thus eliciting his deepest feelings. It also provides an opportunity to show his sincerity and the person hearing it is assured that what he is saying is true. It is a time that one can be completely human. The employee can speak with freedom because he is discussing issues with people with whom he sees as co-equal. His performance rating does not depend to these people. Indeed the position of one person in an organization creates a barrier in bringing out the truth. One's position carries with it a sense of power over a lower ranked employee. In MBO and TCA, the barrier brought by position is shattered and it allows the employee to discuss and talk openly no matter if the people around him have a higher or lower position than him.

If employees have experienced high satisfaction with their jobs, this may create a pleasurable or emotional state (Bartolo & Furlonger, 1999; Ivancevich, 1970) and a positive reaction within the organization (Feinstein, 2002; Oshagbemi, 2000).

Desired Result 2*: Involvement (and being heard) through communicative participative approach (with freedom), coupled with management's trust in decision-making results to organizational citizenship behavior leading to organizational support;

The subsequent features articulate the foregoing desired results:

1. Employees involved in decision making are likely to stay in the organization. When employees are emancipated and sense that justice is dispensed, they will have an increased satisfaction and interest in their job. They are likely to have positive attitude towards work and less likely to quit their job in the future. In meta-analysis, Podsakoff, MacKenzie, Paine & Bachrach (2000) explained that promoting such positive behavior increases moral cohesiveness and belonging. There is a sense of a team which results to high high performance and low turnover inside the organization. It was reported

that organizational citizenship behavior (OCB) has negative relationship with the turnover intentions of employees. The employee can feel and sincerity of the management as they are being consulted with regards to an action which will affect them. Employees feel a sense of honor when they are co-owner of a decision. The management does not need any control mechanism to monitor employee's compliance to the policy because the employees commit themselves to such policy, as they are part in the decision-making process. This is what we call internal freedom. However, freedom is not something that one is privileged to have, but rather a responsible choice. Commitment emerges from having an internal freedom.

2. Employees when part of the decision-making process turn out to be diligent. A study conducted by Yaghoubi (2001) examined the correlation between OCB and emotional intelligence of a supervisor. Findings reveal that when a subordinate is understood and appreciated by their supervisor, the subordinates may feel motivated and satisfied with their jobs and may reciprocate by showing diligence. Emotionally intelligent supervisor is someone who is not insecure nor threatened by his subordinates . He is willing to share his authority and power especially in decision making. He solicits opinions from his subordinates as he believes that his subordinates may also have brillian ideas which can be utilized in improving organizational system and processes. In this situation, subordinates are free to voice out their opinions without being threatened by the supervisor. And since the supervisor accepts the claims, regardless how these claims contradict his, can boost subordinate's self-confidence and can stimulate diligence.

3. Freedom to make claims in decision-making results to increased organizational trust leading to healthy working environment. Research by Altuntas (2010) showed that nurse-employees demonstrate more cooperative, helpful, and tolerant behaviour and thus able to reach their goals more effectively when they have trust for their co-workers, managers, and institutions.

When trust is high, a high level of confidence ensues. Individuals who perceive themselves as valued and important part of the organization come to work with more enthusiasm and are happier with their jobs (Ari, 2003; Islamoglu, Birsel, & Bor, 2007). As a consequence of this positive atmosphere, these individuals develop better relationships with their superiors and they are more concerned with the success and future of the organization (Halis et al., 2007; Islamoglu et al., 2007; Laschinger, Finegan, & Shamian, 2001; Toprak, 2006; Yılmaz, 2006). In addition, employees who have confidence in their managers, associates, and organizations have greater tendency to demonstrate behaviors of organizational citizenship, which include altruism, conscientiousness, courtesy, civic virtue, and sportsmanship (Cetin, 2004; Demircan & Ceylan, 2003; Isbası, 2000, 2001; Laschinger et al., 2001; Toprak, 2006).

Challenges in Implementing Converlogical Theory in Business Organizations

TCA may have its flaws as the validity and acceptability of a theoretical or philosophical claim can only be judged within the particular set of rules of the culture and form of life in which it is embedded (Lyotard, 1984; Rorty, 1989, 1990). Challenges can be structure-related, communication-related, capability building-related, and culture related:

Structure-related:
Oversight of BOD to top management in the day-to-day operations of business. Comprehensibility as one of the validity claims may be taken for granted by the BOD, owners of business, or what the economists may call as the principal. The genuine objectives of the organization should be clearly presented and in so doing, frequent discussion and feedbacking are required.

Comprehensibility requires evaluation of communication flow down to the rank and file,

to ensure that the message about the objective is not diluted in the process. This specific process, however, is not the main agenda of the BOD. They assume that transmitting information is simply a logistical matter. They are more concerned with the results (bottomline) rather than with the process.

Communication-related:

A rational discourse to achieve genuine participation takes time. Establishing a rational discourse in the organization takes a longer period of time as the expected behavior and actions may sometimes require a paradigm shift. A change that is transcendental in nature is susceptible to resistance. To manage the change, it has to be gradual and evolutionary and may take several years to realize.

Capability Building-Related:

Absence of communicative competency of leaders/managers and organizational members. Majority of employees in the organization regard their respective jobs as a source of basic sustenance and not for the higher purpose as envisioned by Drucker and Habermas. Employees do not usually assert their own sentiments through proper channels but rather use latent means like gossiping, sabotage, inefficiency, and so forth. It is subtle manifestation of their dislike to the management.

Culture-related:

Cultural differences require a number of fora and consultations to unify and synergize positions and standardize speech acts. Coming up with a standard approach may be costly in terms of financial, time, and effort. It takes several fora and consultations. Diversity management may help but reaching communicative element may be easier said than done. Several challenges may be encountered like unspoken resistance and resentment.

The integration of cultures may not be completely possible (a possible weakness of TCA). Being communicative may not be possible

as culture norm of every organizational member. Genuine participation might be difficult to achieve because the organizational members are not communicatively competent.

Despite of the challenges of fusing MBO and TCA, converlogical management can still be operationalized in the day-to-day affairs of a business organization. The following are mechanisms by which that can happen.

Structure-related:

Create a highly-interdependent organizational structure. Team-based performance evaluation shall trigger a highly-interdependent organizational structure. Discharging duties and responsibilities calls for a need of a group to perform them. Furthermore, it shall be structured in such a way that each activity requires the output of one member to continue the process.

When employees are exposed to working together, teamwork is initiated. Lack of opportunities for interdependence will create an "I do not care" attitude. People do not talk and interact and thus do not learn to settle conflicts. The structure allows them to function even without any coordination among the members.

In the same vein, when a structure enables employees to work as a team, they make themselves familiar and comfortable with each other, and in the process will accept each other's idiosyncrasies. This results to a better team environment.

Interdependence creates a community with structured relationship even if it is made up of interwoven diverse personalities. It is ordered more smoothly because one submits to policies and guidelines that define authority lines. If one refuses rules that bring order to the organization then we are creating a condition that thrives in paradox.

Mainstreaming informal structure to the organization. Certain types of structure allow the employee to say what he wants freely and without coercion. The system can also provide an avenue for employees to commit mistakes and learn from

them. It can support certain communicative behavior like writing as a form of expression. Foucault (2005, p. 360) said, "The communicative function of writing, lies in allowing to learn from one's account of thoughts and experiences concerning the struggle of being human."

A union is formed for the purpose of collectively negotiating with an employer (or employers) over wages, working hours, and other terms and conditions of employment. Unions also often use their organizational strength to advocate for social policies and legislation favorable to their members or to workers in general. ("Trade Unions," 2009).

The existence of unions is an evidence that employees are able to organize a group and strike unity among their ranks in order to have a voice in negotiating with the organization. Within a union, employees are safe to talk as they are being listened to by someone who does not have power to terminate nor remove favor from the person, regardless of what his claims may be. In other words, the employee participates and talks without apprehension and restraint as coercion is absent in the environment. With union, an employee acts as a free man.

An individual by himself does not have the power and strength to bargain for himself. However his claims can be asserted through a group where he belongs. With MBO and TCA, forming a union may not become necessary anymore as the organizational members can freely negotiate and express their sentiments to the management.

The informal structure is a shadow organization. Whiteley (2006) in his research on unwritten rules, found that it is not difficult to access tacit knowledge if conditions are right. The same is true with opinions and suggestions. If formal means are used, it is unlikely that people will speak. But with informal means, employees are more than willing to speak, and this could be a great source of information and a springboard for knowledge management mechanism. Employees in organization are considered knowledge workers, and they have the capacity to produce brilliant and innovative ideas which the organization can capitalize upon.

Retooling performance management system to minimize the use of power by managers towards the subordinates. Legitimate power of certain managers/supervisors should not include the power for staffing (from recruitment to termination). This makes the power of the manager/supervisor purposive-rational action, which serves as a structure to put an order, to realize the collective goals of the organization. In this manner, the employee's promotion, termination, and performance rating are not wholly dependent on his manager's subjective opinion or other arbitrary factors.

A team-based performance evaluation system shall be instituted rather than individually-based evaluation system. The performance of one shall be dependent on the performance of the group. This gives the employees more freedom for genuine participation without the fear of direct or indirect coercion from his supervisor.

Included in this approach is a performance evaluation which is free of manipulation and deceit. A research conducted by DeHaven-Smith and Jenne (2006) indicated that an organizational communication which does not embodies communicative action may fail. Their experience in the implementation of Management by Inquiry using the PowerTrac geared towards strategic action, which is anti-Habermasian. Manipulation is typically seen as a form of goal displacement. In terms of Habermas' theory of communicative action, goal displacement is an example of strategic communication which violates universal communicative norms by seeking to manipulate rather than to achieve understanding. This kind of mechanism will only be sustainable as long as it remained concealed.

A strategic performance system shall be instituted and aligned to the core value of communicative competence. Hence, a great magnitude of the employees' rating is hinged on this value. It will provide a performance tool which measures truth, rightness, intelligibility, and sincerity.

Communication-related:

Language-barrier frees mode of information dissemination. For intelligibility to be integrated appropriately to MBO, a language which is closest to the heart of the majority of the organizational members shall be used in disseminating any crucial information. Even in rational discourse, a language in which employees are comfortable to use be it in written or oral discourse shall be utilized. This is actually the starting point of attaining understanding. Language games or jargons should be eliminated and avoided to prevent misunderstanding.

Efficacious communication is one of the most powerful tools in the service of today's corporate world and can contribute greatly toward the organization's results.

Miscommunications happen because of lack of common framework for certain words used by employees since they come from different backgrounds, beliefs, and cultures. Hence one word may be understood in various ways. To pursue communicative competence, a common framework and terminologies should be defined clearly among all employees and management should see to it that words, signs, and symbols used that are transmitted to employees are received and understood by the latter according to the intention of the transmitter. In this manner, misconceptions are minimized if not totally eradicated.

A technology-based communicative facility for rational discourse. The animated MBO and TCA will allow the organizational members to participate in the discourse. Innumerable ways can be thought of to reinforce this process. One of which is a technology-based rational discourse.

The intranet then is the technology to be used and also a centralized webpage for middle level or top management. The process creates a more inflow of information by means of technological instruments. Thus, real time communication provides an effective means to attain goals because they provide up-to-date information. They make message exchange possible and data transmission

dynamic and global. Communication is two-way regardless of the interlocutors' location (Brito, Vanzin, Ferasso, & Velloso, 2010).

Culture-Related:

Aspire to see communicative action as a core value to the organization. Lozano (2003) said that every management model rests on certain anthropological model. MBO and TCA models take culture into consideration. It is a management approach that shall be pursued, especially in a culturally diverse organization. Chester Barnard (1948) said that it is impossible to study organizational behavior without answering the basic questions "What is an individual?" "What do we mean by a person?" "To what extent do people have a power of choice or free will?" He further said that these are the questions which the management tends to evade and are left to philosophers to answer. But these are the fundamental questions that have to be answered. MBO and TCA model acknowledges these philosophical questions. MBO and TCA then is a management approach that is worthy of pursuing when the organization aspires to have communicative action as its core value.

Embedding MBO and TCA in strategic planning process becomes a powerful communication and coordination mechanism where employees can address business questions and suggests creative ideas for implementation.

1. Sustaining or initiating employee wellness program which reinforces communicative competence among employees.

A healthy spirit generates a healthy body and a healthy body and spirit makes a person more confident and self-assuring. A sports festival or a sports-related program in an organization and a recollection/retreat may be helpful. However, these are not sustainable because they are not done on a continuing process. A good employee wellness program is something that is a day-to-day activity and is communicative in nature.

A health-based communicative activity can be introduced during a coffee break. It is not very

structured program since this is not a part of the official time of the employee. An additional five minute break in the morning and afternoon break may be done for unstructured sharing of personal and work-related matters can be initiated.

2. Institutionalization of discourse ethics as umbrella framework for organizational communication.

Organizational communication embeds ethical discourse and it starts with the top management. Ethical discourse presupposes ethical managers. An ethical manager communicates with rationality and does not have any vested interest against the employees. His only interest may be is for the self-improvement of everybody in the organization. Consequently, ethical manager/s produces ethical employees and ultimately ethical culture.

Ethical discourse forges partnership between and among the management and employees. Partnership is more motivating, considering the employees as "partners" rather than employees invites genuine participation.

Capability Building-Related:

1. Developing a communicative power of a BOD, top, middle, and lower management.

Being completely communicative in an organization may not be possible because of cultural considerations. The power of the management still comes into the picture. The legitimate power accorded to a leader/manager is brought about by his position. Being the manager and/or leader, one is given the authority to hire, fire, recommend, and rate performance of the subordinates. Because of this, it is difficult on the part of the subordinates to contradict or assert their claim against any pronouncement made by the supervisor or manager. It is possible that most of the time it is against their will to comply to such pronouncement. But because resistance can put their promotion or career at stake, then there is no other recourse than to obey. It prevents the employees to be communicative.

It should be instilled in the minds of the leaders/managers that corporations in which their power or position is dependent on seeks to be a moral community. Organizations are established as an instrument for human achievement, human growth, and human fulfillment (Pollard, 2010). This can be initiated, reinforced, and emulated through a communicative leader.

TCA animates MBO and MBO operationalizes TCA. TCA can be possibly done through MBO. To be communicative brings about self-reflection and enables one's person to evaluate his own judgment. Taking responsibility over one's claims and responsibility means the person is grounded on rationality. The leader utilizes power as rational purposive action and not for coercive reasons.

A research conducted by Groysberg and Slind (2012) was participated by nearly 150 people from more than 100 companies. Implicitly and explicitly they indicated about their efforts to "have a conversation" with their people or their aspiration to "advance the conversation" within their companies. They have found that smart leaders today "engage with employees in a way that resembles an ordinary person- to-person conversation. Furthermore, they initiate practices and foster cultural norms that instill a conversational sensibility throughout their organizations" (Groysberg & Slind, 2012). They further said that "physical proximity between leaders and employees is not always possible, but mental and emotional proximity is essential" (p. 4).

2. A capability building program that reinforces the core values, addressing employees' competence in reasoning (rationality), emotional intelligence, and social skills.

Capability building reinforces the core value of an organization. In the case for the need for communicative competency, a strategic training and development program shall be established. Rationalizing a certain competency according to the core value should be analyzed first, and if found relevant then a capability building to reinforce the behavior shall be implemented.

Capacity building will cover the areas of rationality (cognition), emotional intelligence development (regulative), and expressive (social skills). These specific competencies shall be considered as core competencies of every employee to reinforce the core value of communicativeness. It is a core competency that should be present among all employees.

CONCLUSION

My purpose in writing this treatise is to animate Management by Objectives (MBO) using Theory of Communicative Action (TCA) of Jurgen Habermas. TCA is integrated into MBO, and together they form a new management philosophy which is effective and sustainable in today's business environment.

With the foregoing discussions and mechanisms, I stand that TCA by MBO should be tested to prove its usefulness through empirical means, with the hereunder a priori elements before its implementation, categorized similarly to that of the mechanisms mentioned above, to wit:

Structure-Related:

Interdependence between and among employees/departments triggers everyone to be communicative. There is an old cliché "No man is an island." We discover our worth by affirmation of people around us. We learn to know more or ourselves by our interaction with other people, in the context of truth, right, comprehensible, and sincerity.

Communication-Related:

To be communicative brings employee wellness through an ethical discourse instituted as communication system. Habermas sees that each one is communicative being as he let go his negative emotions. With ethical discourse, employees are free to bring out whatever resistance or negative feelings they have, and these will be properly addressed. The ethical discourse facility provides the sounding board of the employees. Their claims are heard and properly addressed. The system unleashes the negative emotions from within and brings wellness to the employees.

Capability Building-Related:

MBO and TCA can only be possible with an organization with high communicative competency. Organizations whose employees do not possess communicative competency makes it difficult to institutionalize MBO and TCA. It takes a rational person, to be communicative.

Culture-Related:

a.   MBO and TCA are not revolutionary but evolutionary in nature. That it is easier said than done. However, with proper system to be installed, it should initiate its implementation gradually until a communicative organization becomes a possibility. It is a long process though, which should be reinforced every now and then. It has to be integrated in the day-to-day operation of the business and should be present in the core processes of the organization.

b.   Organization grounded on philosophy results to employees being rational individuals. As Rorty (1989) said that philosophy is rooted in the urge to see social practices of justification as more than just such practices. Philosophy should be mainstreamed in the organization or be integrated in management practices and/or policies implemented by the organization. In the case of this research, Habermas' TCA will be operationalized by integrating it to MBO thereby giving life to MBO.

c.   Ethical discourse leads to organizational learning. When two people are engaged in conflict due to the refusal of a claim as a result of cultural or personality differences but grounded with ethical discourse or argument, then they are left with nothing but to learn from each other (Scherer & Patzer, 2009).

Finally, Apel said that for the engagement in questions of intercultural conflicts in organization studies and international management, the program discourse ethics offers helpful insights, which not only have found their way into general business ethics but have also been employed in the justification of an intercultural business ethics (Tsoukas, 2011).

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