The study identified the determinants of the managerial performance of middle-level managers of the private tertiary institutions of Laoag City.

It specifically aimed to know the present personal and professional profiles of the middle-level managers of the respondent institutions. It also investigated the present working environment of the said institutions, together with the managerial performance of the middle-level managers.

This study generally aimed at providing a solid basis for institutional policy reform and formulation.

Methodology:

The descriptive research method was utilized by the researcher. Respondents of the study included the middle-level managers of Northwestern University, Divine Word College of Laoag and Northern Christian College of Laoag, totaling to ninety (90).

Moreover, measure of central tendency like the mean, frequency and percentage computation, simple correlation coefficient were made used by the researcher to obtain the needed data in resolving the problems raised in this study.

Findings

From the study, it was found out that majority of the respondents belong to the young and middle age categories (31%; 31%) and that the middle-level managers’ position is a female (58.9%) and married *72%) dominated position. The study also revealed that majority of the respondents are still bachelor degree holders (36.6%) and have been in their post for less that three years (58.8%). Further, majority of the respondents hold the head-level position (41.1%). Moreover it was also found out that most of the respondents are
professional board passers (68.9%) and that they govern 0-5 subordinates (60%). The profile findings also revealed that most of the respondents have not been recipients of any award for the past three years (86.7%) and that majority of them (35.5%) receive a salary ranging from P6, 000-8,000. Ninety percent of the respondent middle-level managers are permanent.

As to the present working atmosphere of the respondent institutions, the working conditions (x=4.10), interpersonal relationships (x=4.32), communication skills (x=3.73) and upper management styles (x=3.70) are very satisfactory while the provision of support (x=3.39), salary (x=3.41) and fringe benefits (x=3.17) are merely satisfactory.

The study also revealed that the leadership skills (x=4.16), problem solving skills (x=4.02), flexibility (x=4.07), managing skills (x=4.14), creativity (x=4.09) and communication skills (x=4.15) of the middle-level managers are very satisfactorily performed by the middle-level managers.

Finally, the study also showed that the personal determinants (age, and sex) affect the performance of middle-level managers; the professional determinant (educational attainment), on the other hand is also correlated to the performance of middle-level managers, while all of the work-related determinants are significantly correlated to the managerial performance of middle-level managers.

Conclusions:

The following conclusions were obtained;

a) Majority of the middle-managers belong to the young and middle-age levels, female and married. Most of them are bachelor degree holders, relatively new in their position, mostly head level position, board passers and govern 0-5 subordinates.

b) The working atmosphere in the respondent institutions is generally very satisfactory in term of working condition, interpersonal relation, technical support, communication, salary, fringe benefits and upper management style.

c) The respondent middle-level managers perform their leadership, problem solving, flexibility, managerial, creativity and communication functions very satisfactory.

d) Some of the personal and professional determinants significantly affect the managerial performance of middle-level managers.

e) All of the work-related determinants are significantly correlated to the managerial performance of middle-level managers.
Recommendations:

Considering the above-cited findings and conclusion, the researcher generally recommended that necessary institutional policies and regulations can be enacted while existing policies can be amended in relation to policies on the provision of support and salary.

The communication processes of each respondent institution should also be looked into afford a more enhanced managerial performance.

Activities to promote closeness and cooperation should also be strengthened.

Finally, the researcher also recommended that a follow-up should be conducted to constantly point out variations or modifications to the determinants of managerial performance.