Abstract: This study was undertaken to determine the level and types of involvement of the assistant district engineers, chief of sections engineers and project engineers/inspectors employed at the Department of Public Works and Highways in decision making and their influence on technical performance of the department. Specifically, it tried to determine the 1) technical personnel’s current and desired levels and types of involvement in decision-making along planning, constructing, maintaining controlling materials quality and assessing/evaluating; 2) difference in the technical personnel’s current and desired levels and types of involvement in decision-making in the five areas; 3) socio-demographic characteristics that affect their current and desired levels and types of involvement in decision-making in the five areas; 4) technical performance of the respondent’s along project implementation and project maintenance; and 6) relationship between the technical personnel’s current and desired levels and types of involvement and performance in terms of project implementation and maintenance.

The study made use of the descriptive co relational method of research. It involved all the ten engineering districts of the Department of Public Works and Highways, Region I, namely: Ilocos Norte Engineering District in Laoag City; Ilocos Norte Engineering in San Nicolas, Ilocos Norte; Ilocos Sur Engineering District in Bantay, Ilocos Sur; Ilocos Sur Engineering District in Candon, Ilocos Sur; La union Engineering District in San Fernando City; La Union ; Engineering District in Naguilan, La Union; Pangasinan Engineering District in Calasiao, Pangasinan; Pangasinan Sub-Engineering District in Sta. Barbara, Pangasinan; Pangasinan Engineering District in Rosales, Pangasinan.

One hundred eighty-one assistant district engineers, chief of sections and other technical personnel involved in the implementation of projects in the ten district officers of the
Department of Public Works and Highways in Region I composed the population of the study. One hundred fifteen (115) were drawn as samples of the study.

A questionnaire was used to gather the needed data. The first part of the questionnaire gathered the respondent’s demographic characteristics such as age, gender, civil status, status of appointment, number of years in recent position, monthly salary, length of service, educational attainment and present position while the second part gathered information about the technical personnel’s involvement in decision-making.

To interpret the data gathered, the following statistical tools were used; mean, to determine the current and desired levels of involvement of technical personnel in decision-making and level of degree of excellence attained by the organization along the five assessment areas: frequency and percentages, to determine the types of involvement used by the technical personnel in decision-making; t-test of difference, to determine of there is a significant difference between the perception of the assistant district engineers, chief of section and project engineers’ project inspector on the level of involvement in decision-making; and, Pearson r and point biserial, to determine the relationship between each of the socio-demographic characteristics, involvement in decision-making and technical performance.

Results revealed that the technical personnel at the DPWH are relatively young, generally males and married, with permanent status, have slow promotion, have salaries that are and little above the poverty level, have been at the DPWH for quite a number of years (11 to 15), mostly BS graduate while the rest are section chiefs.

The technical personnel have high involvement in decision-making along constructing, controlling of materials quality and assessing/evaluating and low involvement in planning and maintaining.

They prefer to have a group type of involvement and still desire for a much stronger group type of involvement.

Technical personnel with longer length of service, holding key position and with high monthly salary are more involved in decision-making.
Technical personnel with temporary status have higher level of performance in project implementation than those who are already permanent.

Based on the above findings and conclusions, the following recommendations are offered:

District Engineers of the Department of Public Works and highways should prepare and implement an employee development plan to encourage the technical personnel to obtain their graduate degrees necessary for the effective execution of their work and to have greater changes/opportunities for promotion.

It is suggested that the Department of Public Works and Highways should continue providing opportunities for their involvement in decision-making. The technical personnel still clamor for a higher level of involvement in decision-making along planning, constructing, controlling materials quality and assessing/evaluating.

Since the technical personnel prefer to have a group type of involvement, it is suggested that more opportunities for group decision-making must be provided and training in undertaking group activities should be undertaken. The training must provide for group processing, interaction, assessment and activities essential in group dynamics.

It is recommended that the scale and descriptive interpretation used to evaluate performance along project implementation and project maintenance are made similar in order to have a common yardstick.

All engineering districts in Department of Public Works and Highways must adopt the proposed instrument for evaluating technical performance of the organizations.

Studies should be undertaken to verify the finding that technical performance is not all related to the technical personnel’s current and desired levels of involvement in decision-making and to examine more closely the factors that affect the performance of the engineering districts in Region I.