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Title: Middle-Level Manager’s Participation in Decision-Making and Organizational Performance in the Department of Public Works and Highways.
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Abstract: This study was conducted to determine the effects of the participation of middle-level managers at the Department of Public Works and Highways in Region I in decision making on organizational performance.

Specifically, it tried to determine 1. the profile of middle-level managers in terms of age, gender, civil status, educational attainment, monthly salary, eligibility, number of years in service, present position, number of years in present position and status of appointment. 2. the respondent’s perception of their current and desired levels of participation in decision-making; 3. if there’s a significant difference in the perception of the middle level managers in their levels of participation in decision-making; 4. the level of performance attained by the organization along the four indications of performance: cost, quality, speed, and innovation. 5. if the socio-demographic characteristics of middle level managers affects their perceptions of their participation in decision-making. 6. if organizational performance is affected by the middle-level managers level and type of participation in decision-making.

The study made use of the descriptive correlational research methodology. The study involved 152 middle-level managers who are holding second level position with salary grade from 10 to salary grade 24 of the 10 district offices of the DPWH in Region I. Essential data were gathered by a questionnaire. Statistical measures such as mean and percentages were used for descriptions and Pearson r and point biserial correlation were used to measure the degrees of relationship between level and type of participation in decision making and organizational performance.

Results revealed that the middle level managers of the DPWH are relatively young, mostly males, married, generally have rendered 18 years in the service, are mostly BS graduates and
project engineers/inspectors, mostly occupying their present position for 5-9 years, have salaries that are little above the poverty line, have RA 1080, career and sub-professional eligibilities and have permanent status.

The DPWH has a very satisfactory performance in terms of cost, quality, speed and innovation. Organizational performance is affected by the middle-level manager’s age, length of service and educational attainment.

The middle level managers have low level of current participation in decision making and desire to make more participation in decision making. Middle level managers who are older, have been in the service for a longer period, occupying a higher position and receiving a higher monthly salaries, have high overall level of current and desired participation in decision making in the seven areas.

Organizational performance in terms of cost, quantity, speed and innovation is not affected by current and desired levels of participation of the middle level managers in decision making along human resource planning, recruitment and promotion, supervision and control, employee assistance/information system, compensation benefit, organizational development as well as their overall level of participation. The middle level managers overall desired level of participation in decision-making and their current level of participation in career development are significantly related to organizational performance in terms of innovation.