

## **Managerial Performance of Deans of State Technological Institutions, Region 111**

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**Abstract--** The main purpose of this study is to identify the managerial performance of Deans of State Technological Institutions as perceived by their vice presidents, by the deans themselves, and by their faculty members, in terms of planning, organizing and staffing, directing and controlling, communicating, decision making, and representing functions, in relation to their personal factors, professional qualities, and leadership behavior. Findings revealed that on personal factors, the deanship in four state colleges and universities, region 111, is dominated by females, mostly married, and are within the ages 28-63; most of them are Ph.d./Ed.D. degree holders; majority are full-pledged professors, hence, are academically qualified, and have served for over 15 to 33 years . As regards to the deans professional qualities, they were perceived to be outstanding by their vice presidents in job knowledge, while personality, analytical ability, and change orientation were all rated very satisfactory by the respondents. On leadership behavior, the respondents were perceived by the vice presidents, by the deans themselves, And by their respective faculty, to be more person oriented than system oriented; And finally on their managerial performance the deans were perceived to be outstanding in their planning and communicating functions, both by the vice presidents and deans themselves, and an overall rating of very satisfactory in organizing and staffing, directing and controlling, decision making, and representing, by all of the rest of the respondents.

*Keywords-managerial performance, deans, state technological institution*

## I. INTRODUCTION

Managerial Performance includes all activities that assure its human resources to meet goals effectively and efficiently; it focuses on the performance of an organization, a department, a school, or just a complete process to build product or service, or any workplace wherein people interact—schools, churches, community meetings, or any governmental agencies, which call for a direct relationship between managers and employees. In many organizations, the manager, or the supervisor, director, or the dean are expected to build a healthy camaraderie with people under them, they are to motivate them to achieve individual and group goals. The degree to which managers can successfully manage their staff's performance will be important for evaluating their worth for the organization. In a learning institution, such as state college or university, which is the indispensable arm of the state to achieve the mission and goals of its existence, the performance of the deans along managerial skills such as planning, delegating, trouble shooting, and using interpersonal skills to get people to achieve goals is of prime importance. To achieve desired results, Whetton and Cameron's definition of management performance focuses on “verbal communication, managing time and stress, managing individual decisions, recognizing, defining, and solving problems.

Quality education resumes quality administration and in complex and highly competitive learning institution like state universities, the level of managerial performance greatly determines the success and the development of every organization, contributing as well to the extent of its survival. The formation of this institution signaled the recognition of management as an effective and active organ working as catalyst within the institution. But as the manager does his job, his role began to shrink in status, in importance, and in esteem. He is separated from the men he supervises by a lofty wall of resentment, suspicion and hostility. At the same time, he is separated from the management by his lack of technical and management knowledge (Drucker, 1974). This inability in turn, includes poor relationship with subordinates who are often members of the faculty of higher academic institution or office personnel. In support of this contention, Sison (1981) reported that many supervisors in business and industries especially, rose from the ranks with little or no training in supervisory work. The fate of the supervisor has been studied the most in the United States, Great Britain, Germany, Sweden, and all other parts of the world, and main findings include the poor plight of the supervisor where he is left prejudiced by subordinates; and such scenario is expected

to be attributed to the difficulty of having a competent one (Lloyd, 1978). For example, in between school years 2013-2015, the Tarlac State University faculty, as propelled by its faculty and personnel union, conducted a series of peace talk wherein ineffective administration was tagged as one of its primary grounds. Conflicts exist from time to time between superiors and subordinates. This is an existing scenario in many learning institutions and it happens even today, in fact it grew worse because the employee does not stand for his boss, because he is hostile to him. The gap between the supervisor and the employee definitely impedes the attainment of organizational goals, and it continued until the supervisor is left feared, but mocked because of incompetence along his work.

In line with the aforementioned aspects, this paper aimed to investigate the managerial performance of deans of State Technological Institutions, region III, in the Philippines, as perceived by their vice presidents, by the deans themselves, and their respective faculty members, in terms of personal factors, institutional factors, professional qualities, and leadership behavior.

## II. STATEMENT OF THE PROBLEM

This study aimed to find out the Managerial Performance of Deans of selected State Technological Institutions in Region 111. Specifically it sought answers to the following questions:

1. To identify the profile of deans in terms of personal factors, institutional factors, judgment quality, and leadership behavior;
2. To highlight significant differences among the ratings of the vice presidents, deans and the faculty members; and
3. Identify and record significant relationship between personal factors, institutional factors, performance quality, leadership behavior, and managerial performance of deans.

### III. METHODOLOGY

This research work made use of the descriptive survey method for it provided information very essential in answering the questions posed in this study. Correlational method was employed as it explored the extent of relationship between the deans' managerial performance and personal factors, institutional factors, professional qualities and leadership behavior, or it ascertains the extent to which two or more variables are related. It made use of a four- part questionnaire to answer questions posed in this study. As to its population and sampling design, this study involved the vice-presidents for academic affairs, the deans, and selected faculty members of the four state technological institutions in Region 111 as respondents to gather the needed data.

A Total enumeration of the vice presidents and deans were utilized as the first two groups, and stratified representative random sampling was used to draw samples of the faculty for the last group of representative. Thirty percent (30%) of the total faculty of each of the technological institutions was taken as sample or approximately 208 faculty members. The number of male and female representatives from each institution was distributed proportionately.

#### Statistical treatment of data

The data were computer processed at the Computer Center of the University of the Philippines. Before this was done the survey data were manually coded under the guidance of a programmer. Results were analyzed using descriptive and inferential statistical procedures such frequency, percentage, mean, and standard deviation, and to determine the degree of relationships between the independent and dependent variables, the Step-wise Multiple Regression Analysis was employed.

### IV. RESULTS AND DISCUSSION

#### On Personal Factors

The deanship in four State Colleges and Universities, Region III is dominated by females, who are married, and are within the ages from 28-63. Most of them are Ph. D. / Ed.D. degree holders, and 61.3 % are full-pledged professors, indicating that majority of the deans in four State Technological Institutions, are academically qualified; most of them supervise 21-30 faculty

members; they have served for over 15 and 33 years, hence, they are not new in the service. Seminars / Trainings were attended at a very minimal times by the deans.

With regard to administrative support, the deans are provided with a typewriter / computer, and only 2.7 percent utilizes photo copier. On personnel assistance, only 11.9 percent have assistant deans, only one half of them have either a clerk or a secretary, and 80.1 percent have janitors.

On professional qualities, of deans, the vice presidents perceived the deans to be outstanding in job knowledge, whole personality, analytical ability, and change of orientation were perceived to be performed in a very satisfactory level. As perceived by the deans themselves, change orientation, analytical ability, personality, and job knowledge, were religiously performed by them with also a very satisfactory level. As perceived by the faculty members, Job Knowledge, personality, analytical ability and change orientation respectively, deans were all perceived to have performed very satisfactorily.

Tables 1, 2, and 3 present the summary of findings on the perceived leadership behavior by the vice presidents, by the deans themselves, and by the faculty.

**Table1.**

**Perceived Leadership Behavior of the Deans by the Vice-Presidents**

**N=4**

Variables	Mean	SD	Description Level
<b>Person Oriented</b>	<b>4.479</b>	<b>.286</b>	<b>Very Satisfactory</b>
<b>Task/System Oriented</b>	<b>3.944</b>	<b>.240</b>	<b>Very Satisfactory</b>

**Table2.**

**Perceived Leadership Behavior of the Deans by Themselves**

**N=20**

Variables	Mean	SD	Description Level
<b>Person Oriented</b>	<b>4.302</b>	<b>.552</b>	<b>Very Satisfactory</b>
<b>Task/System-Oriented</b>	<b>4.061</b>	<b>.461</b>	<b>Very Satisfactory</b>

**Table3.**  
**Perceived Leadership Behavior of the Deans by the Faculty**  
**N=162**

Variables	Mean	SD	Description Level
<b>Person Oriented</b>	<b>4.185</b>	<b>.717</b>	<b>Very Satisfactory</b>
<b>Task/System Oriented</b>	<b>3.884</b>	<b>.678</b>	<b>Very Satisfactory</b>

### **Leadership Behavior of deans**

As perceived by the vice presidents, the leadership behavior of the deans were found to be more person-oriented than system oriented. As perceived by the deans themselves, the deans perceived themselves to be democratic, to be person oriented in their leadership style, rather than task/system-oriented. As perceived by the faculty members, the deans were also tagged to be person-oriented in their behavior.

Tables 4 and 5 present the revealed managerial performance of the deans as perceived by the vice presidents, by the deans themselves and by the faculty.

**Table4.**  
**Perceived Managerial Performance of the Deans by Themselves**  
**N=20**

Variables	Mean	SD	Description Level
<b>Planning</b>	<b>4.516</b>	<b>.589</b>	<b>Outstanding</b>
<b>Organizing and Staffing</b>	<b>4.541</b>	<b>.605</b>	<b>Outstanding</b>
<b>Directing and Controlling</b>	<b>4.383</b>	<b>.872</b>	<b>Very Satisfactory</b>
<b>Communicating</b>	<b>4.561</b>	<b>.609</b>	<b>Outstanding</b>
<b>Decision-Making</b>	<b>4.350</b>	<b>.518</b>	<b>Very Satisfactory</b>
<b>Representing</b>	<b>4.520</b>	<b>.631</b>	<b>Outstanding</b>

**Table5**  
**Perceived Managerial Performance of Deans by the Faculty**  
**N=162**

Variables	Mean	SD	Level of Performance
<b>Planning</b>	<b>4.094</b>	<b>.820</b>	<b>Very Satisfactory</b>
<b>Organizing and Staffing</b>	<b>4.144</b>	<b>.823</b>	<b>Very Satisfactory</b>
<b>Directing and Controlling</b>	<b>4.085</b>	<b>.843</b>	<b>Very Satisfactory</b>
<b>Communicating</b>	<b>4.167</b>	<b>.823</b>	<b>Very Satisfactory</b>
<b>Decision-Making</b>	<b>4.106</b>	<b>.3793</b>	<b>Very Satisfactory</b>
<b>Representing</b>	<b>4.226</b>	<b>.704</b>	<b>Very Satisfactory</b>

**Managerial Performance of Deans in terms of Planning, Organizing and Staffing, Directing and Controlling, Communicating, Decision-making, and Representing.**

#### **As perceived by the vice presidents:**

The vice presidents perceived the planning and communicating functions of the deans to be outstanding, as evidenced by the mean ratings 4.509; while the rest of the deans' Managerial functions like organizing and staffing, directing and organizing, decision-making, and representing were perceived to be performed very satisfactory with mean ratings 4.376, 4.467, 4.364, and 4.461 respectively.

#### **As perceived by the deans themselves**

The deans perceived their planning, organizing, and staffing, communicating, and representing functions to be outstanding with mean ratings 4.516 and 4.561; while very satisfactory performance on decision-making, directing and controlling, with mean ratings of 4.383 and 4.350.

#### **As perceived by the faculty**

The faculty members had a one over- all rating of very satisfactory on all the deans' managerial performance with mean ratings 4.094 for planning, 4.144 for organizing and staffing,

4.085 for directing and controlling, 4.167 for communicating, 4.016 for decision-making, and 4.226 for representing- they all fall between the description level of very satisfactory.

Table 6 presents the correlation coefficient between the ratings of the vice-presidents and the Faculty.

**Table6.**

**Correlation Coefficient between the Ratings of the Vice-presidents and the Faculty N=166**

Variables	R	p
Planning	<b>-.0745</b>	<b>.350</b>
Organizing and Staffing	<b>-.1344</b>	<b>.091</b>
Directing and Controlling	<b>-.2242</b>	<b>.005 *</b>
Communicating	<b>-.1355</b>	<b>.088</b>
Decision-making	<b>-.3850</b>	<b>.000 **</b>
Representing	<b>-.1833</b>	<b>.021 *</b>

Only four independent variables incurred a significant relationship with the deans' managerial performance in planning, organizing, and staffing, directing and controlling, communicating, decision making and representing.

## V. CONCLUSIONS

After considering all the findings, the research draws that:

1. On personal factors, majority of the deans of the state technological institutions of Region III-Central Luzon concerned by this study are females, married, between the ages of 50-54 and based from their educational attainment and academic rank, are academically qualified. However related activities such as seminars and trainings were attended by them at a very minimal times.

Regarding administrative support all the deans are provided with typewriters , computers and photocopier as facilities and in terms of personal, most of them are assisted by janitors, clerk/secretary, and very few have assistant deans.

2. With regard to the professional qualities of the deans, job knowledge was perceived to be outstanding by their respective vice presidents as raters. The rest of their professional qualities which are personality, analytical ability and change orientation were perceived to be very satisfactory by all the groups of values.
3. All the deans from four state technological institutions in Region III are person-oriented in their leadership behavior based from the responses of the respondents.
4. The deans are outstanding in their planning, communicating, organizing and staffing functions, and very satisfactory in directing and controlling, decision-making and representing.
5. Based from the ratings done by the vice presidents and the deans regarding the latter's managerial performance, it could be concluded that these two groups of respondents share similar views; that is, the deans organize, plan, establish, and organize students consistent with the schools' policies and procedures and maintain effective channels of communication; also significant difference existed between the vice-presidents and subordinates' ratings, while the ratings done between the faculty and the deans look at the managerial performance of deans from similar perspective.
6. Only four independent variables incurred a significant relationship with the deans' managerial performance in planning, organizing, and staffing, directing and controlling, communicating, decision making and representing; these variables from mental behavior analytical ability, educational attainment, and personal assistance related with the managerial performance of deans were civil status, age, sex, and job knowledge.

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