



Research Article

ADMINISTRATIVE CAPABILITY OF MIDDLE LEVEL MANAGERS OF IFUGAO STATE UNIVERSITY

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ABSTRACT

This study was conducted to evaluate, analyse, assess and determine the administrative capability of middle level managers of Ifugao State University. Specifically, it aimed to: (1) determine the socio – demographic profile of the middle level managers of ifugao state university; (2) assess the level of administrative capabilities of these middle level managers; (3) determine and evaluate the level of administrative capabilities of these middle level managers; (4) evaluate the relationship between the administrative capabilities and the profile variables of these middle level managers; (5) evaluate the difference in the perception of the three groups of respondents on their administrative capabilities; (6) analyse the relationship between administrative capabilities of these middle level managers on the basic capabilities such as technical skills, human skills and conceptual skills. This research study used descriptive and inferential methods of research to describe the profile of the respondents and to determine the administrative capabilities of middle level managers of Ifugao State University such as; management functions, leadership qualities, implementation of policies and services, and basic capabilities such as technical skills, human skills, and conceptual skills. It involve three groups of respondents namely: top level management, middle level managers, and faculty and staff of Ifugao State University who have been connected with the university for at least one year. The data were analysed using descriptive and inferential statistics through the Statistical Package for Social Research (SPSS).

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INTRODUCTION

One of the most important human activities is managing. Ever since people began forming groups to accomplish aims they could not achieve as individuals. Managing is essential to ensure the coordination of individual efforts. As society has come to rely increasingly on group effort, and as many organized groups have become large, the task of managers has been rising in importance (Koontz, 1990). We live in an era of accelerating global competition. Pressures from both local and foreign companies are causing many managers to reassess their approaches as they strive to deal effectively with a formidable competitive environment. More than ever, managers operating both globally and domestically require the best ideas that the field of management has to offer to gain a competitive edge. One important means of gaining an edge is through innovation, the major and minor improvements that ultimately add up to outstanding performance (Bartol, 1991). The concept on quality education involves learning in two levels – the level of the learner and level of the learning system.

To improve quality in education, it is vital to strengthen administrative capabilities and competencies of the managers of learning institution (UNESCO, 2000). All organizations have managers and people who are responsible for helping the organizations in achieving their goals. These people spend their days as managers or leaders in the organizations. They confront endless challenges and issues as they strive to complete their daily tasks and improve their administrative capabilities. And organization is a collection of people working together to achieve a common purpose. It is unique social phenomenon that enables its members to perform tasks far beyond the reach of individual accomplishment. This description applies to organizations of all sizes and types, from large corporations, to small businesses that make up the life of any community, to non – profit organizations such as schools, government agencies, and community hospitals. All organizations share a broad purpose – providing goods or services of value to customers and clients. A clear sense of purpose tied to “quality products” and “customer satisfaction” is an important source of organizational strength and performance advantage; it creates a platform for growth and long term success (Schermerhorn, 2007).

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Managing people starts with self – management, and it is one of the top-most priorities if you really want to be successful in a supervisory/managerial role. According to Tom Peter, author of the bestselling book ‘A Passion for Excellence’, the real challenge is retraining managers, not retraining workers. The foundation for developing oneself and others is wrapped up in the very word M.A.N.A.G.E.R.: Motivator, Activator, Negotiator, Achiever, Goal – Setter, Educator, or Evaluator, Risk Taker. The above is a foundational truth in managing oneself and their team members. It highlights a principle and not a tactic, as a tactic, this definition would be ineffective; but as a principle, the concept works because it makes others want their supervision/management.

A middle manager plays a very important role in the operation of an organization. Therefore, he has to possess the basic but essential capabilities of a manager such as technical, human and conceptual. Technical skill or capability is the ability to use procedures, techniques and knowledge of a specialized field. Surgeons, engineers, musicians and accountants all have technical skills in their respective fields. Human skill is the ability to work with, understand and motivate other people as individuals or in groups. Conceptual skill is the ability to coordinate and integrate all of an organizations interests and activities. In involves seeing the organization as a whole, understanding how its parts depend on one another, and anticipating how a change in any of its parts will affect the whole (Katz, 1999).

Middle managers direct the activities of the lower – level managers and sometimes those of operating employees as well. Middle managers principal responsibilities are to direct the activities that implement their organizations policies and to balance the demand of their managers with the capacities of their employers (Stoner, 2001). In the case for example of Ifugao State University, a College Dean is a middle manager: he has lower level managers such as the Department Chairperson reporting to him, and he reports, in turn, to the Campus Director (IFSU Code, 2010). It is in this context that the researcher embarked to this research study on the administrative capabilities of middle managers in order to find out which among these capabilities contribute to a great extent to the success of a learning institution like Ifugao State University.

STATEMENT OF THE PROBLEM

This research study sought to answer what are the administrative capabilities of middle level managers of Ifugao State University.

Specifically, it aimed to answer the following questions:

What is the socio – demographic profile of the middle level managers of Ifugao State University in terms of:

- Age;
- Gender;
- Educational attainment;
- Academic/administrative rank;

- Salary; and
- Number of years of experience?

What is the level of administrative capabilities of the middle level managers perceived by the top level managers, faculty and staff and middle level managers themselves of Ifugao State University in terms of:

- Management function;
- Leadership qualities; and
- Implementation of programs?

What is the level of administrative capabilities of middle level managers of Ifugao State University as perceived by the top level managers, middle level managers and the faculty and staff in terms of:

- Technical skill;
- Human skill; and
- Conceptual skill?

Is there a significant relationship between administrative capabilities of middle level managers of IFSU I terms of:

- Technical skills;
- Human skills; and
- Conceptual skill?

Is there a significant relationship between the administrative capabilities and the socio – demographic profile of the middle level managers of Ifugao State University?

Is there a significant difference in the perceptions of the top level managers, middle level managers, and the faculty and staff on administrative capabilities of middle level managers of Ifugao State University?

Hypothesis of the Study

The study is guided by the following null hypothesis

- There is no significant relationship between the administrative capabilities and the socio-economic profile of the middle level managers of IFSU;
- There is no significant relationship between the administrative capabilities profile of the middle level managers of IFSU in terms of technical skills, human skills and conceptual skills.
- There is no significant differences in the perceptions of the three groups of respondents on the administrative capabilities of middle level managers of IFSU; and
- There is no significant relationship between basic capabilities of managers and the socio-demographic profile of middle level managers.

Conceptual Framework

The Ifugao State University’s vision is to become one of the Centers of Academic Excellence. It is fittingly to involve the middle managers carry out their responsibilities in order to attain this institutions vision.

Top level managers cannot fulfil this vision without the help of the middle managers to supervise lower level managers and implements as well the rules and policies for the realization of the set goals and objectives. This study is conceptualized to have a basis in improving administrative capabilities of the middle level managers in the attainment of the said University’s vision.

This is shown in the paradigm of the study in Figure 1.

Table 1. Distribution of Respondents, Ifugao State University 2011

Category	Number	Percent
Top Level Management	94.17	
Middle Level Managers	2210.19	
Faculty and Staff	18585.65	
TOTAL	216	100

Conceptual Paradigm

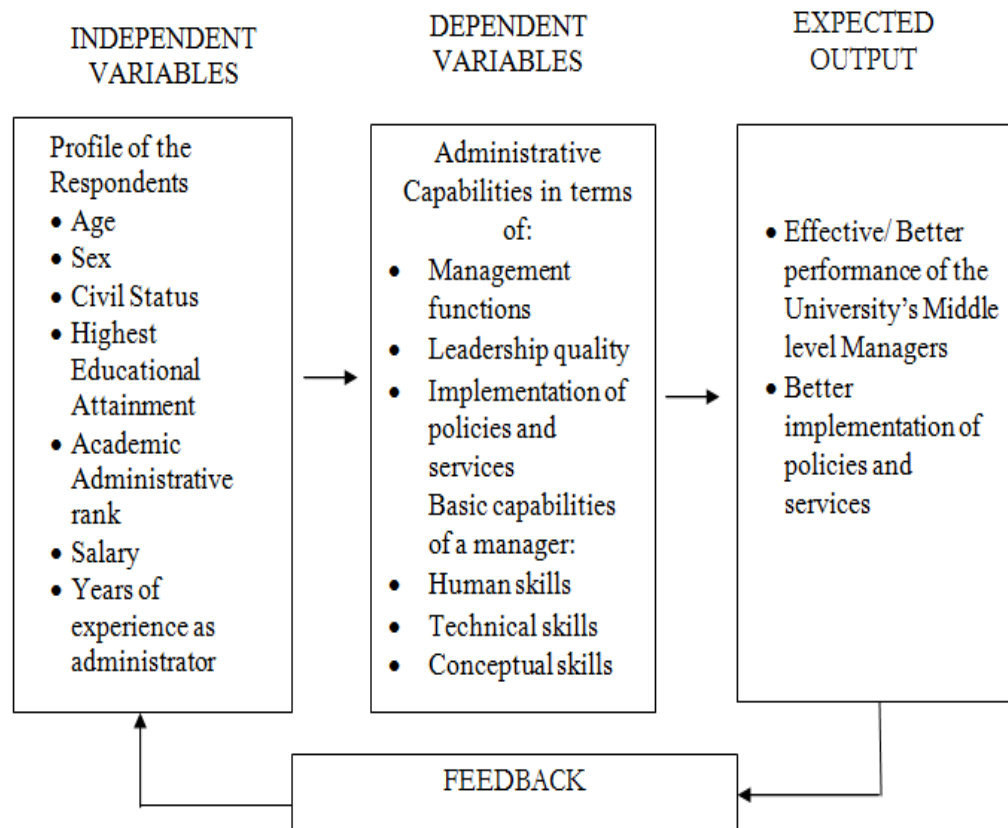


Figure 1. Conceptual Framework of the study

MATERIALS AND METHODS

Research Design

This research study used both the descriptive and inferential methods of research to describe the profile of the respondents and to determine the administrative capabilities and of middle level managers of IFSU such as management functions, leadership qualities, implementation of policies and services and basic capabilities such as: technical skills, human skills, and conceptual skills.

Respondents of the Study

This study involved three groups of respondents namely: top level managers, middle level managers, and the faculty and staff of IFSU who have been connected with the University for at least one year.

Sampling Technique

There are three (3) groups of respondents involved in the study. The list of key University officials, faculty and staff were obtained from the Human resources Management Office. Total enumeration was used for the top level management and middle level manager respondents while the samples for faculty and staff were done using the Slovin’s formula as shown below:

$$n = \frac{N}{1 + Ne^2}$$

Where:

- n=optimum sample size
- N=total population
- E=allowable error, 5%
- 1=constant

Research Instruments

The main instruments used in this study was a Questionnaire – Checklist prepared by the researcher and consists of the following parts: Part I gathered pertinent background information that describes the respondents profile such as: age, gender, highest educational attainment, academic/administrative rank, salary and number of years of experience.

Part II gathered information about the level of administrative capabilities of the middle level managers of IFSU in terms of management functions, leadership qualities, implementation of programs, technical skills, human skills and conceptual skills. The questionnaire was validated by five experts from Isabela State University and the improved questionnaire was submitted to the researchers' adviser and members of the panel before it was administered to the identified respondents. The 5 –point Likert Scale Management System was used as the basis of determining the level of administrative capabilities of the middle level managers of IFSU and is shown below:

Table 2. Point Likert Scale Management System

Scale	Range	Qualitative Description			
		Extent of Implementation	Management Functions	Efficiency	Problems
5	4.50-5.00	Fully Implemented	Strongly Agree	Very Efficient	Very Serious
4	3.50-4.49	Implemented	Agree	Efficient	Serious
3	2.50-3.49	Moderately Implemented	Moderately Agree	Moderately Efficient	Moderately Serious
2	1.50-2.49	Partially Implemented	Disagree	inefficient	Less Serious
1	1.00-1.49	Not Implemented	Strongly Disagree	Very inefficient	Not Serious

Statistical Treatment of Data

The data were analysed and computer – processed during the Statistical Package for Social Science (SPSS) software applying the following statistical tools:

- Frequency counts, and percentage were used to describe the profile of the respondents.
- Weighted mean was used to determine the respondents' perceptions on the administrative capabilities of middle level managers of IFSU.
- Pearson was used to determine the relationship between capabilities and the profile variables of the middle level managers of IFSU.
- F – test was used to test the significant differences in the perception of the three groups of respondents on the administrative capabilities on management function, leadership quality, implementation of programs, human skills, technical skills and conceptual skills.

SUMMARY, CONCLUSION AND RECOMMENDATION

Summary

This study was conducted to evaluate, analyse, assess and determine the administrative capability of middle level managers of Ifugao State University. It is evident that in the distribution of the middle level managers in terms of age, the

university has a young and energetic group of middle managers who could still lead the management of the University for at least 15 to 25 more years. The mean age of the respondents is 47.55 years – a further confirmation that the middle managers of IFSU are really that young. Out of 22 middle managers, there are 14 (63.6%) female middle managers while 8 (36.4%) are male. These figures indicate that majority of the middle level managers belongs to the female group. This further implies that females dominate the seats for middle level managers in Ifugao State University.

In terms of educational Attainment of middle level managers, there is a great percentage of doctoral graduates among the middle managers of IFSU as illustrated by the figure 10 or 45.5% out of 22 middle managers; followed by 6 masteral graduates who represent 27.3% of the total number of middle managers; combining these two groups, 16 (72.8%) of the total number of middle managers compose the majority which is the highly educated managers and leaders, hence better management is well anticipated. In terms of rank of middle level managers, out of 22 middle level managers, 6 or 27.3% has an academic rank of professor; 4 or 18.2% has an academic rank of assistant professor or instructor; 3 or 13.6% has a rank of associate professor and 5 or 22.7% belongs to the group of administrative officers.

These figures show a fair distribution of the managers in terms of their ranks – all academic and administrative ranks are well represented. In terms of monthly salary, the middle level managers of IFSU are receiving enough compensation to support their families. This is an indication that they can perform their duties and functions very satisfactorily since each of them is financially stable. Majority of the middle managers has as experience of being a manager from one (1) to seven (7) years. This is proved by the figures 17 or 77.3% of the total number of middle managers to be belonging to such group. Also, 4 or 18.2 % has an experience of 8 to 14 years and only 1 or 4.5% has an experience as a manager from 29 to 35 years.

It also noticeable that none has an experience of 15 to 21 years and 22 – 28 years which indicates that there is a great gap in the transition of management in terms of years of experience. The administrative capabilities of middle level managers of Ifugao State University in terms of implementation of programs are found to be very agreeable and proper discharge and execution of programs in the institution is being implemented. All collected data are a proof that the middle level managers of IFSU are high performing managers since every capability is being achieved by them with either

“Agree” or “Strongly Agree” evaluation. The technical skills of the middle level managers as perceived by the faculty and staff are being rated and qualitatively described in the “Agree” category. This indicates that faculty and staff recognize the administrative capabilities of the middle level managers in terms of technical skills to be agreeable. The faculty and staff of Ifugao State University perceived the middle level managers to be administratively capable in terms of human skills. This is shown by the respective means of these human skills belonging to the “Agree” level or qualitative description. The administrative capabilities of middle level managers of Ifugao State University in terms of conceptual skills as perceived by the faculty and staff are found to be agreeable as indicated by

the overall mean of 4.41. The administrative capabilities of middle level managers in terms of technical skills as perceived by the top level managers fall under "Agree" level. This is an indication that the top level managers have an agreeable perception on the administrative capabilities of middle level managers as far as technical skills are concerned. In terms of human skills, the top level managers perceive the administrative capabilities of middle level managers to be belonging to the "Strongly Agree" level as proved by the overall mean of 4.59. This is further supported by seven (7) human skills falling under the level "Strongly Agree" and two (2) human skills falling under the level "Agree". The three (3) groups of respondents do not differ significantly in their perceptions on the human skills of the middle level managers as evident in the respective probability values of the enumerated human skills being greater than the probability level 0.05.

It is also manifested by the grand means 4.50 under the top level managers and 4.61 under the middle level managers that the human skills of the middle level managers is in the "Agree" category while that of the faculty and staff on the "Strongly Agree" category. These figures are all indications that the groups of respondents are unanimously of the same mind or opinion as they perceive the middle managers capabilities in terms of human skills. As to the leadership styles of the middle managers their perception do not differ significantly. Lastly, it is found out that there are no significant differences on the perceptions of the three groups of respondents on the implementation of programs of the middle level managers. This is proven by each of the probability values of the items involved in the implementation of programs which is higher than the 0.05 probability level being considered in statistics of the study.

Conclusion

Based on the findings of the study, the following conclusions were deduced:

- Middle level managers possess high technical skills, human skills and conceptual skills in the performance of their duties and responsibilities and in the implementation of programs and projects in their area of duties and jurisdiction;
- There is no significant differences on the perceptions of respondents on the technical skills, human skills and conceptual skills of middle level managers;
- There is significant relationship between socio – demographic profile of middle level managers and their administrative capabilities in the discharge of their duties and responsibilities; and
- There is significant relationship between management functions and administrative capabilities of middle level managers.

Recommendation

In the light of the findings and result of the study, the following result of the study, the following recommendations are put forward for consideration as basis and guide in the formulation of better policies:

- Middle level managers must pursue advance education and attend seminar/conference along the field of Public Administration and Business Administration to further strengthen and improve their administrative capabilities, human, conceptual and technical skills that will result to efficiency, effectiveness and responsiveness in the discharge of their duties and responsibilities;
- For responsive and efficient implementation of university projects and policies, top management must allocate more funds for physical development, entrepreneurial/resource generation and technical services as gleaned in table 27 that top level managers, middle level managers and the faculty and staff rated the lack of funds as the number serious in the problems encountered by the middle level managers in the implementation of programs and policies.
- University policies, practices, philosophical beliefs and doing things must be fully understood and coordinated by middle level managers for efficient and effective implementation. In doing this, all faculties, support staffs, students and all stakeholders can contribute to the attainment of the four fold function of the university in the institution.
- Similar studies may be conducted along the concerned of the performance of the middle level managers of Ifugao State University to gather more information and to validate the results of this study which will serve as basis or guide in formulating effective policies to improve the performance of middle level managers.

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