

Assessing Decision Making Ability on Productivity of Department Heads

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Abstract:- The main objective of the study was examined the relationship of decision-making ability on productivity of Department heads. Using a descriptive quantitative, correlational statistics, and adapted survey questionnaires to 100 department heads as respondents of the study who were selected using random sampling technique. The research reveals a moderate positive relationship between decision-making ability and the productivity of department heads. This suggests that as department heads demonstrate stronger decision-making skills, they are able to more effectively contribute to the overall productivity and performance of their respective departments. The overall mean indicates that various factors examined, including employee priorities, training consistency, communication level, motivational techniques, managerial attitude, and working environment, have a great extent of influence on the productivity of department heads, highlighting the importance of fostering a culture of shared vision, effective training programs, open communication channels, well-designed motivational strategies, positive managerial attitude, and a conducive work environment in supporting the decision-making abilities and productivity of department heads

Keywords:- Department Heads' Decision-Making Ability, Motivational Technique, Managerial Attitude, Working Environment, Training Consistency, Employee Priorities, Department Heads' Productivity.

I. INTRODUCTION

Decision making ability is a critical skill for leaders and managers in driving organizational productivity and performance. As department heads play an important role in making strategies, allocating resources, and supervising day to day operations, their decision-making abilities can have a significant impact on the overall productivity and success of their departments (Smith & Jones, 2021). Research showed the relationship between decision making competencies and workplace outcomes. Studies have shown that department heads who exhibit stronger analytical, problem-solving, and strategic decision-making skills tend to lead more efficient and high performing teams (Brown & Garcia, 2019).

Poor decision making by department heads has been associated with suboptimal resource allocation, delayed project timelines, employee dissatisfaction, and productivity challenges (Lopez & Sanchez, 2020). Therefore, developing an understanding of the decision-making ability and

competencies of department heads could provide valuable insights for enhancing organizational effectiveness.

Based on the aforementioned scenario, the researcher is motivated to conduct a descriptive study on the supervision practices of department heads. By thoroughly examining these dimensions, the research aims to shed light on the current state of supervision and its contributory factors, considering the department heads' decision-making ability, and productivity. The findings could inform leadership development programs, management strategies, and excellent organizational structures to better support high-performing department leadership.

➤ Objectives of the Study

Generally, the study aimed to determine the extent of decision-making ability in terms of motivational technique, managerial attitude, communication level, working environment, training consistency, and employees' priorities on department heads' productivity. This also aimed to seek the significant relationship of decision-making ability on productivity of department heads.

II. LITERATURE REVIEW

Decision making is the process of selecting one course of action from several alternative actions (Walker, 1987). Decision-making skills are those that aid in the ability to choose solutions to challenges (Indeed Editorial team, 2022).

Motivational techniques have been widely studied in the organizational behavior and human resources literature. Researchers have found that a combination of extrinsic (rewards, recognition) and intrinsic (meaningful work, autonomy) motivational strategies can lead to higher employee engagement, job satisfaction, and performance (Herzberg, 1959; Deci & Ryan, 2000).

The role of managerial attitude and leadership style in shaping employee perceptions and organizational outcomes has been extensively explored. Transformational leadership, characterized by inspirational motivation, intellectual stimulation, and individualized consideration, has been linked to increased employee commitment, innovation, and overall effectiveness (Bass, 1985; Avolio & Bass, 2004).

Effective communication within organizations has been identified as a critical factor for information sharing, problem-solving, and building trust between employees and management (Tourish & Hargie, 2004). The physical and

social work environment has a significant impact on employee well-being, productivity, and productivity and overall performance. Factors such as ergonomics, lightning, temperature, and design of the workspace, as well as the culture and interpersonal dynamics, have been found to influence the employee engagement, creativity, and job satisfaction (Vischer, 2007; Carnevale,1992).

Continuous and consistent employee training and development opportunities have been associated with improved job-related skills, problem-solving abilities, and adaptability to organizational changes (Salas & Cannon-Bowers, 2001). Consistent training programs also contribute to higher levels of employee satisfaction, retention, and organizational commitment (Owens, 2006).

Aligning employee priorities and personal goals with the organization's objectives and values has been linked to increased job satisfaction, organizational commitment, and overall performance (Kristof-Brown et al., 2005). When employees perceive a strong fit between their individual needs and the company's priorities, they are more likely to be engaged and motivated to contribute to the organization's success (Schein, 1990).

III. METHODOLOGY

This study was conducted in First Bukidnon Electric Cooperative in Northern Mindanao, particularly in Bukidnon. It is composed of one Main Office and six Area Offices. The study participants were the department heads' and supervisory level employees of the electric cooperative. Random sampling was employed to determine the 100 department heads and supervisors as the participants of the study. They had rated their decision-making ability and productivity. A formal request for the data collection was

secured from Central Mindanao University College of Business and Management and then forwarded to the General Manager of First Bukidnon Electric Cooperative. The researchers emphasized voluntary participation and assured the participants of the confidentiality of the responses. The data-gathering process utilized questionnaires as well as Google forms to fast-track the dissemination and retrieval of the responses from the questionnaire.

This study measured department heads decision-making ability, and productivity. Each variable has a distinct instrument. This research utilized the questionnaire as the primary tool for gathering the needed data and information.

The instrument on the school heads' decision-making ability was adapted from Rizwan Qaiser and Danish Yasin Munir (2011), which enables the following variables: motivational techniques, managerial attitude, communication level, working environment, training consistency, and employee priorities. The questionnaire was based on the Likert Scale that was used to answer the department head's decision-making ability following the scoring procedure:

Finally, the department heads productivity was measured using the cooperative's Employees Performance Appraisal form (2010). These include leading strategically, managing office operations and resources, developing self and others, and building connections. The instrument was based on the Likert Scale that was used to determine the department heads productivity as stated below:

Descriptive statistics such as the frequency and percentage were used to determine the level of school heads decision-making ability, and productivity. Pearson Product Moment Correlation (Pearson r) was used to establish the relationships between the variables.

IV. RESULTS AND DISCUSSION

➤ Descriptive Analysis of Department Heads Decision Making Ability

Table 1 Mean Values on the Extent of Decision-Making Ability on Productivity of Department Heads.

Indicators	Mean	Descriptive rating	Qualitative Interpretation
Motivational Technique	3.62	Agree	Great Extent
Managerial Attitude	3.52	Agree	Great Extent
Communication level	3.87	Agree	Great Extent
Working Environment	3.50	Agree	Great Extent
Training Consistency	4.08	Agree	Great Extent
Employee Priorities	4.26	Strongly agree	Very great extent
Overall Mean	3.85	Agree	Great extent

Table 1 summarizes the department heads' decision-making ability in terms of motivational techniques, managerial attitude, communication level, working environment, training consistency, and employee priorities.

The overall mean value of 3.85 indicates that on average the various factors examined have a great extent of influence on the productivity of department heads. This suggests that the organization recognizes the importance of decision-making ability and its impact on the performance of department heads.

These indicators revealed that Employee Priorities has the highest mean value of 4.26, indicating that it has a great extent in the productivity of department heads. This implies the significance of fostering a culture of shared vision and goal within the organization.

Similarly, the mean values for Training Consistency (4.08), Communication Level (3.87), Motivational Technique (3.62), and Managerial Attitude (3.52) have great extent influence on productivity of department heads. It shows that department heads should perceive these factors to have a great extent of influence on their productivity. This highlights the importance of effective training programs, open communication channels, well-designed motivational strategies, and a positive managerial attitude in supporting the decision-making abilities and, ultimately, the productivity of department heads.

Lastly, the mean value for Working Environment is also 3.50, indicating that the physical and social aspects of the workplace have a great extent of influence on the productivity

of department heads. This suggests that the organization recognizes the need to maintain a conducive work environment that fosters productivity and teamwork among department heads.

➤ *Correlational Analysis of Department Heads' Decision-Making Ability and Productivity.*

To assess the degree or strength of the relationship between the continuous variables explored in this research, Pearson Product-Moment Correlation was used. More specifically, the Pearson correlation was analyzed to find out the relationship between the dependent variable, which is the department head's productivity, and the independent variable decision-making ability.

The results presented in the matrix of Table 2 are the Pearson correlation coefficients and the significance value as reflected on scores. As shown in the table, there are significant relationships between department heads' productivity and decision-making ability

Table 2 Correlation Analysis of Department heads' Decision-Making Ability and, Productivity

Productivity of Department Heads	Correlation (r)	Probability
Decision making ability	0.449	0.00
Motivational technique	0.360	0.00
Managerial Attitude	0.371	0.00
Communication level	0.431	0.00
Working Environment	0.000	1
Training Consistency	0.466	0.00
Employee Priorities	0.319	0.01

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The research reveals a moderate positive relationship ($r=0.449$, $p<0.01$) between decision-making ability and the productivity of department heads. This suggests that as department heads demonstrate stronger decision-making skills, they are able to more effectively contribute to the overall productivity and performance of their respective departments.

The data indicates weak positive relationships between department head productivity and the organization's motivational techniques ($r=0.360$, $p<0.01$), managerial attitude ($r=0.371$, $p<0.01$), and between employee priorities and organizational goals ($r=0.319$, $p<0.01$). These findings imply that the effectiveness of the organization's motivational strategies, the leadership style of managers in the organization play a role in shaping the productivity of department heads.

The research also reveals a moderate positive correlation between department head productivity and the level of communication within the organization ($r=0.431$, $p<0.01$). This suggests that open and efficient communication channels, which facilitate information sharing, problem-solving, and cross-departmental collaboration, can contribute to the improved productivity of department heads. While the result shows no significant relationship between department

head productivity and the working environment ($r=0.000$, $p=1.00$). This indicates that the physical and social aspects of the workplace may not have a direct effect on the productivity of department heads.

The data proves a weak positive relationship between department head productivity and the consistency of training provided to employees ($r=0.466$, $p<0.01$). This implies that the organization's commitment to ongoing employee development and skill-building can positively influence the productivity of department heads, potentially by enhancing their ability to lead, manage, and guide their teams effectively. By understanding and addressing these relationships, the organization can develop a more comprehensive approach to fostering department heads' productivity.

Although top managers are the main decision-makers in their organizations, research has been conducted on how managers' decision-making styles affect organizational productivity (Kruse et al., 2023).

V. CONCLUSION

Making decision is considered a crucial function of every leader. The success and failure of every organization may depend upon decisions made by organizational leaders. When leaders make effective decision making there is a great tendency to achieve the goals and vision of every organization. The organization must prioritize the development of strong decision-making skills among department heads, as this has known as a key driver of their overall productivity and performance. Additionally, the organization should focus on strengthening its communication channels, aligning employee priorities with organizational goals, and providing consistent and high-quality training opportunities to empower department heads and enable them to thrive in their roles.

RECOMMENDATION

In the next study, the researchers can include other Electric Cooperative around Region 10, It is highly recommended that all Electric Cooperatives included as respondents to have a wide scope. Also, the combination of quantitative and qualitative research can be used to provide more credible and substantial results of the study.

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