

Management Skills of Department Heads in Relation to Employees Work Performance

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Abstract

The management skills of department heads play a vital role in determining employees' work performance. Department heads are expected to possess good qualities of manager and to deal effectively and efficiently require special skills which make the manager successful in their task. The department heads with high levels of management skills are also likely to have high levels of self-worth and self-esteem, which can impact every area of their lives, from relationships to employment and work performance. The study investigated the management skills of department heads in relations to employees' work performance of permanent regular casual employees of Local Government Unit of Negros Occidental during the fiscal years 2020. The design of this research is a descriptive study using a questionnaire as the research instrument. A total of 225 permanent and casual employee were involved as respondents in this study. The variables considered were age, sex, and highest educational attainment. The findings showed that the department heads' level of management skills is all at a very high level. The employees' work performance level during the fiscal year 2020 was interpreted as very satisfactory based on their OPCR. The findings also showed that there was no significant difference in the department heads' level of management when grouped and compared according to sex and highest educational attainment. However, results showed a significant difference in variables age. A significant difference in the employees' level of work performance when grouped and compared according to age and highest educational attainment, while sex showed no significant difference. Department Heads seem to be the most operational tool in influencing people, so they strive willingly and enthusiastically towards the accomplishment of goals in the department. Department heads design motivation systems to encourage employees to perform most effectively and draw potential candidates for promotion.

Keywords: Management Skills, Employees Work Performance, Department Heads

Introduction

Management appears to be the most effective tool for persuading people to work willingly and enthusiastically toward achieving goals. Leaders create motivation systems to encourage employees to perform at their best and attract potential candidates. The answer to what truly improves public employees' performance is the key to creating a conducive environment in every department or office (Jay, 2015). Also, Managers may directly influence the workers' attitudes and interests and change their behavior towards commitment to work and objectives. A department can stand to bear changes only if there are the right managerial skills and behavior since the performance of an organization depends on the entire support of employees, the community, and investors. To deal with them effectively requires special skills which make the manager successful in their task (Kamete, 2014). To this effect, it is necessary to determine the management skills and the knowledge, attributes, and skills that any public employee should expect to have by the time they are employed. It also aims to inspire and enable individuals to develop their capabilities to their full potential throughout their lives to grow intellectually, contribute effectively to society, achieve

personal fulfillment, and be well-equipped for work. Also, the researchers observe the uneven dynamism among department heads in the offices that some can develop and achieve their goals while the rest are losing their battle for development. These keen observations motivated the researcher to conduct this study.

Objectives of the Study

This paper aimed to determine the Department Heads' level of management skills in relation to employees' level of work performance in a Local Government Unit of Negros Occidental, Fiscal Year 2020. Specifically, the objectives of this study were to:

1. What is the Department Heads' level of management skills?
2. What is the employees' level of work performance during the fiscal year 2020?
3. Determine the difference in the Department Heads level of management skills and employees' level of work performance when grouped and compared according to the aforementioned variables.
4. Determine the difference in the employees' level of work performance when grouped and compared according to the aforementioned variables.
5. Determine the relationship between the Department Heads' level of management skills and the employees' level of work performance.

Materials and Methods

Research Design

This study utilized the descriptive research design which is believed to be appropriate in measuring whether a significant difference and relationship exist in the Department Head's level of management skills and employees' level of work performance when grouped and compared according to age, sex and highest educational attainment.

Respondents

A sample of 225 was the respondents of the study out of the total population 536 regular/permanent employees and Cochran Formula was used in getting the sample size. This respondent was identified using the stratified sampling and random sampling using Fishbowl method.

Instruments

A survey questionnaire was used in gathering the data to determine the Department Head's level of management skills and employees' level of work performance were it subjected to validity (4.93=excellent) and reliability (0.912=excellent). The questionnaire was made up of two main parts. Part I contains queries on respondents in terms of age, sex and highest educational attainment. Part II contains the different issues on management skills of department heads in LGU. Each variable contains fifteen (15) issues that could be rated with numbers 1 to 5, 5 being the highest and 1 being the lowest. Further, each of the descriptions were interpreted using the five-point Likert's scale, performance, the researcher utilized the Office Performance Commitment which contains the following scores: 5 – Very High level; 4 – High level; 3 – Moderate level; 2 – Low level and 1 – Very Low Level. Moreover, to determine the respondents' work Rating (OPCR) based on the Civil Service Commission (CSC) Strategic Performance Management System. The result of the performance rating has the following scaling: (4.50-5.00)-Outstanding, (3.50-4.49)-Very Satisfactory, (2.50-3.49)-Satisfactory, (1.50-2.49)-Unsatisfactory, (Below 1.499)-Poor.

Gathering Procedure

After establishing the validity and reliability of the instrument, the researcher wrote a letter to the Office of the Mayor to ask permission for the conduct the study. Upon approval, the researcher sets a schedule for the data gathering with a letter of request to the department heads. In the conduct, the researcher explained the purpose of the study , personally and administer the questionnaire to the respondents and guide them carefully in answering and giving the needed data, and retrieve the questionnaires. The respondents were assured of the confidentiality of the data gathered.

Data Analysis

A descriptive-analytical scheme was used to determine the Department Head's level of management skills and employees' level of work performance, meaning and achievements with mean as the tool, while comparative analytical scheme was used to test the significant difference in the Department Heads level of management skills when grouped and compared according to the aforementioned variables with Mann-Whitney U test as the tool, also relational analytical scheme was used to the significant relationship between the Department Heads' level of management skills and the employees' level of work performance used Spearman Rank-Order Correlation. Finally, the following rating scale and description was utilized in interpreting the results: 4.50-5.00=Very High Level; 3.50-4.49=High level; 2.50-3.49=Moderate Level; 1.50-2.49=Fair; 1.00-1.49=Very Low Level.

Ethical Considerations

The researcher will orient first the respondents on the objectives, expectations, and coverage of the study. All respondents will be encouraged voluntarily to participate and shall never be forced or coerced by the researcher. They were assured that their identity will be treated with confidentiality and their responses will be recorded accordingly. Given this, respondents give their total consent and understood the undertakings of the study. Finally, respondents are encouraged to ask freely for any concern and inquiries in relation to the nature of the study.

Results and Discussion

This section presents the results pertaining to the objectives of the study

Table 1. Department Heads' Level of Management

Items	Mean	SD	Interpretation
As an employee, I experienced that my Department Head ...			
1. plans, prioritizes, sets goals and establishes performance standards	4.62	.53822	Very High Level
2. manages department operations with objectivity.	4.60	.52524	Very High Level
3. develops others to perform and contribute to the organization	4.63	.52772	Very High Level
4. shows significant level of effort, persistence and commitment to achieve goals	4.50	.52716	Very High Level
5. communicates effectively in disseminating information, memos, notices during meetings	4.53	.60504	Very High Level
6. makes document accessible to the public for readily available for inspection	4.56	.54819	Very High Level
7. operates the departments with full transparency.	4.54	.61936	Very High Level
8. aligns and manages human, financial and information resources strategically	4.59	.52772	Very High Level
9. delegates and makes others accountable for their own action	4.60	.53452	Very High Level
10. Keeps updated with issues surrounding employees to be able to objectively resolve them.	4.70	.58801	Very High Level
11. identifies root cause of problems and evaluates alternative solutions	4.60	.60504	Very High Level

12.talks enthusiastically about what needs to be accomplished by the department	4.64	.60340	Very High Level
13.acts immediately on the public's personal transaction	4.60	.61308	Very High Level
14.engages others in partnerships and collaborations	4.65	.51304	Very High Level
15.sets himself/herself as a positive example to others	4.64	.50690	Very High Level
Overall Mean	4.60	.42676	Very High Level

As divulged in Table 1, the overall mean score was 4.60 and SD=.42676 interpreted as “very high level”. The respondents obtained the highest mean score of 4.70 and SD .58801 on item No. 10 which states “Keeps updated with issues surrounding employees to be able to objectively resolve them” interpreted as “very high level”. On the other hand, the lowest mean of 4.50 and SD .52716 was on item No. 4 which states “shows a significant level of effort, persistence and commitment to achieve goals” interpreted as “very high level”.

This implies that the respondents perceived wherein there are some department heads exhibit minimal effort and commitment in achieving the goals of their offices. Some heads rarely delegate important information and memos to show transparency to his/her subordinates. As a manager, you are responsible for overseeing the work of subordinates and motivating them toward a common goal. You are also responsible for leading meetings, assigning workloads, and supporting collaboration across teams and departments.

A manager is everyone who has an influence on others in the organization, can be the president, administrator, department head and executive of an institution and so forth. The department head in this matter is the manager that requires a set of qualities to manage the department to achieve its intended goal. Managers may directly influence the workers’ attitudes, interests and change their behavior towards commitment to work and objectives (Lachica, 2018).

According to Vitaza (2020), management in essence is dealing with life. Its decisions made, carried plans, head-on directions, and chartered policies affect directly and indirectly the well-being of those people within the organization and for which it is intended to serve. Whether this organization's purpose is promptly implemented effectively, delayed, deviated or fulfilled these can be traced primarily to the quality of its manager or leaders. Therefore, the immense necessity for a well-rounded manager/leader is highly required to flourish the existence of an organization.

Table 2. Employees’ Level of Work Performance During the Fiscal Year 2020

Work Performance	Mean	SD	Interpretation
OPCRF	4.49	.11294	Very Satisfactory

Table 2 showed that the employees' work performance during the fiscal year 2020 obtained an overall rating of 4.49 and SD=.11294 which is interpreted as “very satisfactory”.

This implies that most of the respondent performs very satisfactorily in their respective line of duties and responsibilities. They show enthusiasm and passion for their work and collaborate harmoniously with respective department heads and colleagues to achieve the goals of the department.

According to Amussah (2020) employees’ work performance can be described as the ability of an employee, assigned to specific tasks, to carry out all those tasks in line with the expectations of the organization. The effectiveness of a leader, regardless of whether positive or negative, maybe assessed through employee performance and organizational growth. The overall performance of an employee can be a consequence of his or perhaps her behavior on the job that can easily be observed as well as assessed.

Performance is the result of work that can be achieved by employees of an organization both individually and in groups. This is in accordance with the organization's authority and responsibility to achieve the vision, mission, and goals by including persistence, independence, ability to solve problems within the legally assigned time limit, and in line with morals and ethics (Busro, 2018). Meanwhile, according to Bintoro and Daryanto (2017), performance results from work in quality and quantity achieved by employees in carrying out their responsibilities.

Table 3. Comparative Analysis in the Department Heads' Level of Management Skills When Grouped and Compared According to Variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	116	102.72	5130.000	0.013	0.05	Significant
	Older	109	123.94				
Sex	Male	78	111.28	5599.000	0.770		Not Significant
	Female	147	113.91				
Highest Educational Attainment	Lower	162	113.88	4961.000	0.742		Not Significant
	Higher	63	110.75				

As revealed in table 3, on variable age, the computed U was 5130.0 with a *p*-value of 0.013 which is less than 0.05 level of significance, thus, interpreted as "significant". Therefore, the hypothesis that states "there is no significant difference in the department head's level of management skills when they are grouped and compared according to age" was rejected.

With regards to variable sex, the computed U was 5599.0 with a *p*-value of 0.770 which is greater than 0.05 level of significance, thus, interpreted as "not significant". Therefore, the hypothesis that states "there is no significant difference in the department head's level of management skills when they are grouped and compared according to sex" was accepted.

Further, for the variable highest educational attainment, the computed U was 4961.0 with a *p*-value of 0.742 which is greater than 0.05 level of significance, thus, interpreted as "not significant". Therefore, the hypothesis that states "there is no significant difference in the department head's level of management skills when they are grouped and compared according to highest educational attainment" was accepted.

This implies that the respondent perception of department heads' management skills when they grouped and compared according to age varies while when compared according to sex and highest educational attainment do not vary. Results may imply that because of experience older employees tend to easily accept and absorb any policy implementation employed by their department heads while younger employees seem to lack maturity and most of the time think ideally hence, cannot easily accept demands and tasks that they think are unreasonable for them and are not aligned to the ideals they looked up to.

Supporting the present result, According to Ribaya (2017) employees' age is a big factor that may influence the managerial skills of administrators. What is basic is that they are mature enough to take responsibility. As individuals mature and become working adults, communication competence continues to be essential.

Table 4. Comparative Analysis in the Employees' Level of Work Performance When Grouped and Compared According to Variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	116	96.62	4422.000	0.000	0.05	Significant

	Older	109	130.43			
Sex	Male	78	118.58	5298.000	0.317	Not Significant
	Female	147	110.04			
Highest Educational Attainment	Lower	162	97.60	2608.500	0.000	Significant
	Higher	63	152.60			

As presented in the table, on variable age, the computed U was 4422.0 with a p -value of 0.000 which is less than 0.05 level of significance, thus, interpreted as “significant”. Therefore, the hypothesis that states “there is no significant difference in the employees’ level of work performance when they are grouped and compared according to age” was rejected.

With regards to variable sex, the computed U was 5298.0 with a p -value of 0.317 which is greater than 0.05 level of significance, thus, interpreted as “not significant”. Therefore, the hypothesis that states “there is no significant difference in the employees’ level of work performance when they are grouped and compared according to sex” was accepted.

Further, for the variable highest educational attainment, the computed U was 2608.5 with a p -value of 0.000 which is less than 0.05 level of significance, thus, interpreted as “significant”. Therefore, the hypothesis that states “there is no significant difference in the employees’ level of work performance when they are grouped and compared according to highest educational attainment” was rejected.

This implies that the employees’ level of work performance differs when they are grouped and compared according to age and highest educational attainment while when compared according to sex do not. Being matured and having a higher educational background may contribute to have a better work performance than their counterpart. Older and highest educational attainment can also mentor the young employees based on their experienced in the workplace. In the study of Valerio L. (2018) stated pursuing the professional growth will help you to become effective and efficient employees adapting the current trends, embracing changes for the betterment of the department.

Table 5. Relational Analysis between Department Heads' Level of Management Skills and the Employees' Level of Work Performance

Variable	rho	p-value	Sig. level	Interpretation
Level of Management Skills	-0.042	0.534	0.05	Not Significant
Level of Work Performance				

Table 5 reveals the relationship between the department heads’ level of management skills and employees’ level of work performance obtained a rho-value of -0.042 and the p -value was 0.534, it is higher than the level of 0.05 level of significance, interpreted as “not significant”. Thus, the hypothesis that states “there is no significant relationship between the department heads’ level of management skills and employees’ level of work performance” was hereby “accepted”.

The results showed that the management skills being provided by department heads do not influence employees’ work performance. This may or may not be true but the study simply revealed that employees are independent in performing their duties with additional inputs from their department heads.

According to Oliver and Edama (2019), if an organization is to gain performance in its operations, management must be considered as a vital strategy that will lead to a performance in the workplace. Management is an important strategy that facilitates the effective and efficient operation of an organization which will lead to performance, growth and performance. Effective management in an organization will enable the organization to achieve its objectives and goals as required. Therefore, managing efficiently the organization helps achieve its goals and objectives as well as servicing the interest of its various stakeholders which leads to high performance and growth in the workplace.

Conclusion

The focus of this study is to determine the Department Heads' level of management skills in relation to employees' level of work performance. The results showed the department heads' management skills results were "very high level". It can be concluded that is looked up to by colleagues and subordinates alike as inspiration, thus becoming a source of motivation but can still be improved by showing a significant level of effort, persistence and commitment to achieve goals.

Likewise, the employees' level of work performance during the fiscal year 2020 result showed "very satisfactory". There is room for improvement in terms of employees' performance to become outstanding.

Also, the department heads' level of management skills when grouped according to the aforementioned variables respondents indicated the need to show a significant level of effort persistence and commitment to achieve goals. It can be concluded that some of the department heads lack the necessary time and effort to coalesce with employees and start making collaborative efforts to achieve goals.

Furthermore, the employees' level of work performance when grouped according to the aforementioned variables a little over half of the employees were able to achieve an "outstanding" level of performance for fiscal year 2020. This implies that the other half needed to work on their way to reach the outstanding level. It can be concluded that there is still enough room for some employees to improve, performance-wise.

On the other hand, the significant difference in the level of department heads management skills when grouped and compared according to the aforementioned variables, the results showed that there was a significant difference when grouped and compared according to age. It can be concluded that the age of the respondents greatly influenced their opinion in assessing the management skills of the department heads. With age comes experience and wisdom. The managerial skills of department heads are not affected by sex and educational qualification. Managerial skills are the knowledge and ability of the individuals in a managerial position to fulfill some specific management activities or tasks. This knowledge and ability can be learned and practiced. It can be concluded, every administrator can become better in management when they will learn and practice the behaviors, methods, and techniques of other successful administrators.

Further, the employees' level of work performance when grouped and compared according to variables where the age and highest educational attainment had a significant effect on employee performance. It concludes that these 2 variables significantly affect the employees' work performance. Age brings wisdom and brings massive experiences and their highest educational attainment allows them to be keener in terms of details.

Lastly, the relationship between the department heads' level of management skills and the employees' level of work performance shows not significant. It can be concluded that for employees particularly, the strategies that department heads employ in imposing regulations matter in maintaining their commitment to their duties plays an important role in the improvement and attaining the goal by taking on the responsibility of professionally developing employees with good management of department heads.

Based on the substance of the study, the researcher recommends the following ideas: In Management Skills, the results saying "shows significant level of effort, persistence and commitment to achieve goals" it is recommended that the department heads provide employees' training, capability building program to make everyone aware of the goal of the departments. This is to strengthen the working relationship between the administration and the staff. Capability building is not only to capacitate the employees in terms of duties and task matters but this would eventually capacitate the employees to effectively and efficiently deliver quality public service. Conduct training and seminars in your department according to the

developmental needs of employees. Department heads would realize that to become successful managers they should have human skills, technical skills and interpersonal and conceptual skills that vary as one progresses up in the organizational ladder. That is, he/she must combine education (formal coursework and continuing education) with a variety of experiences (training programs and previous jobs) to develop and refine his/her management skills in order to extend professional help and mentor to employees with great potentials to excel in their workplace. It is also recommended that Department Heads collaborate with the City mayor, HRD Office for the scheduling and connect with other stakeholders for the needed support and budget allocation for the program. Lastly, in the area of employees work performance, it is hereby recommended that department heads, with the approval of the City Mayor, initiate a move to organize an award giving body in the City based on merit system. Points based on performances will be the basis of the awards. For the token and other prizes. This will encourage employees to perform well and excel further in their field of endeavor and give recognition, awards, appreciation to deserving employees at the end of the fiscal year. Conduct program e.g. “Employees Appreciation Night” to motivate and encourage employees.

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