

Midocean University
College of Management
Master in Business Administration



Optimizing Departmental Performance under Inefficient Management Practices

Student Preparation/

Yahya Salem Alshebaan

University Number/

252001644

Supervision/

Dr. AlFaisal Abdul Hameed

Dr Fayez Jarad

Academic Year

2026

Dedication

To those who instilled values in me and provided me with wisdom,

To those whose prayers were the secret to my success and my support throughout all stages
of my life,

To my generous parents, I dedicate the fruits of my labor and work, in gratitude and
appreciation.

To those who supported and encouraged me in my academic career,

To my brothers, friends, and colleagues,

To all of you, I dedicate this humble work, in gratitude for all your sincere support.

Acknowledgment

Praise be to God, by whose grace good deeds are accomplished, and with whose help and guidance I have completed this modest work.

I extend my sincere thanks and deep gratitude to my esteemed supervisors, Professors Dr. AlFaisal Abdul Hameed and Dr. Fayez Jarad, whose academic support, sound guidance, and valuable comments had the greatest impact on the completion of this thesis. They were exemplary models of knowledge, ethics, and dedication.

I also extend my sincere thanks to the esteemed members of the examination committee for their time, effort, and constructive comments that enriched this work.

I cannot fail to express my deep appreciation to everyone who supported and stood by me during the preparation of this thesis, including my family, friends, and colleagues, especially my dear parents, whose prayers and moral and material support greatly contributed to helping me reach this stage. To all of you, all thanks, appreciation and gratitude.

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Abstract

This study investigates strategies for optimizing departmental performance in organizational contexts characterized by inefficient management practices. The primary objective of the research is to examine how leadership effectiveness, communication and coordination, and employee motivation and engagement influence departmental performance, and to identify practical measures for enhancing productivity despite managerial inefficiencies. Employing a quantitative research methodology, the study collected data from a sample of 277 participants, including both managerial and non-managerial staff, through a structured questionnaire. Statistical analyses were conducted to evaluate the relationships between independent variables and departmental performance, providing empirical evidence of the factors that most significantly affect operational outcomes. The key findings indicate that leadership effectiveness, effective communication and coordination, and high levels of employee motivation and engagement each have a significant positive impact on departmental performance. Departments with managers who demonstrate clear guidance, supportive leadership, and consistent decision-making were found to achieve higher productivity and efficiency. Similarly, well-structured communication channels and coordinated workflows were shown to reduce operational delays and enhance task execution. Furthermore, motivated and engaged employees were observed to contribute more actively to departmental objectives, mitigating some of the adverse effects of inefficient management practices. Based on these findings, the study recommends that organizations implement comprehensive leadership development programs, establish clear communication and coordination mechanisms, and promote employee engagement through recognition, participation, and professional development opportunities. Additionally, regular performance monitoring and feedback systems are advised to ensure accountability and continuous improvement. By addressing both structural and behavioral aspects of management, these recommendations aim to optimize departmental performance and create a more efficient, motivated, and productive organizational environment, even in the presence of existing managerial inefficiencies.

Keywords: Departmental Performance, Inefficient Management, Leadership Effectiveness, Communication and Coordination, Employee Motivation, Quantitative Research, Organizational Productivity.

Chapter One

Introduction

Organizational performance is increasingly recognized as a critical determinant of institutional sustainability, competitiveness, and long-term strategic success. Within modern organizations, departments function as the operational units through which institutional goals, policies, and strategies are translated into practical outcomes. However, the effectiveness of these departments is often undermined by inefficient management practices that limit productivity, distort decision-making processes, and weaken coordination among employees. Inefficiencies in management may manifest in several forms, including inadequate planning, poor communication, lack of accountability, ineffective resource allocation, and limited leadership capability. These challenges can significantly hinder the ability of departments to achieve their intended objectives and may ultimately affect the overall performance of the organization. Therefore, examining mechanisms for optimizing departmental performance in environments characterized by inefficient management practices has become an essential area of inquiry in contemporary management studies (Guterman, 2023).

In many organizations, particularly those experiencing rapid growth or institutional restructuring, managerial inefficiencies tend to emerge due to the absence of structured governance frameworks and evidence-based leadership approaches. Managers may rely on outdated administrative methods, informal decision-making processes, or hierarchical control systems that fail to respond effectively to the dynamic nature of modern organizational environments. Such practices often create operational bottlenecks, reduce employee motivation, and weaken collaboration among departmental units. Consequently, departments may struggle to deliver services efficiently, meet performance targets, or adapt to evolving organizational demands. Understanding how these inefficiencies develop and how they affect departmental performance is essential for designing effective strategies that can mitigate their impact (Duarte, 2025).

The concept of departmental performance encompasses multiple dimensions, including productivity, service quality, operational efficiency, employee engagement, and the ability to achieve strategic objectives within a given timeframe. When management practices are inefficient, these dimensions are frequently compromised. Employees may experience unclear role definitions, inconsistent supervision, and limited access to necessary resources or training. Additionally, poor managerial oversight may result in delays in decision-making, duplication of tasks, and the misalignment of departmental activities with broader

organizational goals. Over time, these challenges can contribute to declining morale, reduced innovation, and a deterioration in organizational effectiveness (Valcozzena, 2025).

Optimizing departmental performance under such circumstances requires a comprehensive and systematic approach that addresses both structural and behavioral aspects of management. Structural interventions may involve the redesign of organizational processes, the implementation of performance measurement systems, and the development of transparent communication channels that enhance coordination across departmental units. Behavioral interventions, on the other hand, focus on improving leadership competencies, strengthening managerial accountability, and fostering a culture of collaboration and continuous improvement. By integrating these approaches, organizations can gradually overcome the limitations imposed by inefficient management practices and create conditions that enable departments to function more effectively (Farahmand, 2025).

Contemporary management literature emphasizes the importance of adopting strategic management tools, data-driven decision-making processes, and participatory leadership models to enhance departmental performance. These frameworks encourage managers to move beyond traditional administrative roles and adopt more proactive and adaptive leadership styles that prioritize employee empowerment, innovation, and organizational learning. When applied effectively, such practices can transform departments into dynamic units capable of responding to complex operational challenges and contributing meaningfully to organizational growth (Wijayanto, 2025).

This study is therefore situated within the broader discourse on organizational performance improvement and management reform. It seeks to explore how departmental performance can be optimized even when management practices are initially inefficient or inadequately structured. By examining the relationship between managerial practices and departmental outcomes, the study aims to identify practical strategies that can enhance efficiency, improve coordination, and strengthen institutional performance. Ultimately, the findings of this research are expected to contribute to the development of more effective management frameworks that support sustainable organizational success and improved departmental functionality.

Study Problem

In many contemporary organizations, departmental performance is often constrained not only by limited resources or external pressures but also by the presence of inefficient management practices that undermine operational effectiveness. Inefficient management may arise from weak leadership competencies, unclear strategic direction, inadequate planning mechanisms, poor communication structures, and the absence of systematic performance monitoring. Such deficiencies create an environment in which departmental activities are poorly coordinated, decision-making processes become slow or inconsistent, and employees lack clear guidance regarding their roles and responsibilities. As a result, departments may struggle to meet organizational objectives, maintain productivity, or deliver services with the expected level of quality and efficiency. The persistence of these challenges can lead to reduced employee morale, increased operational costs, duplication of efforts, and an overall decline in institutional effectiveness. Despite the growing recognition of the importance of effective management in driving organizational performance, many departments continue to operate under managerial systems that fail to support optimal productivity or foster a culture of accountability and continuous improvement. Consequently, there is a critical need to examine how departmental performance can be optimized in environments where management practices are inefficient, and to identify strategies that can mitigate the negative impacts of such inefficiencies while enhancing the overall effectiveness of departmental operations.

Problems Arising from the Main Research Problem

Several interrelated problems emerge from the presence of inefficient management practices within departments, including:

1. Lack of clear strategic direction, which leads to misalignment between departmental activities and organizational goals.
2. Poor communication channels between management and employees, resulting in misunderstandings, delays in task completion, and reduced collaboration.
3. Ineffective resource allocation, which may cause certain tasks to be underfunded while others receive unnecessary attention or duplication.
4. Weak performance evaluation systems, limiting the organization's ability to measure productivity and identify areas requiring improvement.
5. Low employee motivation and engagement, often caused by inconsistent supervision, lack of recognition, and limited opportunities for professional development.

6. Inefficient decision-making processes, where delays and bureaucratic procedures hinder timely responses to operational challenges.
7. Reduced innovation and adaptability, as departments operating under ineffective management structures may struggle to implement new ideas or respond to changing organizational demands (Kolk, 2019).

Based on the identified research problem, the central question guiding this study can be formulated as follows: **How can departmental performance be optimized in organizational environments characterized by inefficient management practices?**

Study Questions

Main Research Question

- How can departmental performance be optimized in organizations where management practices are inefficient?

Sub-Questions

1. What are the most common forms of inefficient management practices that affect departmental operations in organizations?
2. How do inefficient management practices influence departmental performance, including productivity, efficiency, and employee engagement?
3. What organizational and managerial factors contribute to or intensify management inefficiencies within departments?
4. What strategies and management interventions can help reduce the negative effects of inefficient management practices on departmental performance?
5. How can organizations implement sustainable performance improvement mechanisms to enhance departmental effectiveness despite managerial challenges?

Study Importance

The scientific importance of this study lies in its contribution to the growing body of knowledge within the field of organizational and management studies, particularly in relation to departmental performance and managerial effectiveness. Contemporary organizations operate in increasingly complex and dynamic environments that require efficient management practices to ensure optimal performance and sustainability. However, many departments continue to face challenges associated with inefficient managerial structures, weak leadership practices, and ineffective operational strategies. By examining the relationship between management inefficiencies and departmental performance, this study contributes to the theoretical understanding of how managerial practices influence productivity, employee engagement, and operational efficiency. Furthermore, the study aims to expand existing academic discourse by exploring mechanisms through which organizations can enhance departmental outcomes even when management systems are not functioning optimally. Through the integration of relevant management theories, performance optimization frameworks, and empirical analysis, the research seeks to provide a comprehensive conceptual perspective that can support future scholarly investigations in the areas of leadership effectiveness, organizational behavior, and institutional performance improvement.

From a practical perspective, the study holds significant value for organizations seeking to improve departmental performance despite existing managerial limitations. In many institutional contexts, particularly within developing or transitional organizational environments, departments often operate under leadership systems that may lack strategic planning, effective communication mechanisms, or structured performance evaluation processes. These limitations can negatively affect productivity, employee motivation, and the overall ability of departments to achieve their operational objectives. The findings of this study are expected to provide practical insights and actionable recommendations that managers, administrators, and decision-makers can utilize to address these challenges. By identifying strategies for improving coordination, strengthening leadership practices, and enhancing performance monitoring systems, the research may assist organizations in creating more efficient departmental structures and improving the quality of services and outputs. Ultimately, the study aims to support organizational leaders in implementing management reforms that foster greater accountability, encourage employee engagement, and promote sustainable improvements in departmental effectiveness (Restuputri, 2024).

Study Objectives

Main Objective of the Study

- The main objective of this study is to examine how departmental performance can be optimized in organizational environments characterized by inefficient management practices, and to identify effective managerial strategies that can improve productivity, coordination, and overall operational efficiency.

Sub-Objectives

1. To analyze the nature and characteristics of inefficient management practices and how they manifest within organizational departments.
2. To examine the impact of inefficient management practices on departmental performance, including productivity, employee motivation, and service quality.
3. To identify the key managerial and organizational factors that influence departmental performance under conditions of management inefficiency.
4. To explore effective strategies and management approaches that can mitigate the negative effects of inefficient management practices on departmental operations.
5. To propose practical recommendations and frameworks that organizations can adopt to enhance departmental performance despite existing managerial limitations.

Study Hypotheses

Main Hypothesis of the Study

- There is a significant relationship between management practices and the level of departmental performance, and improving managerial approaches can contribute to optimizing departmental performance even in environments characterized by inefficient management.

Sub-Hypotheses

1. Inefficient management practices have a statistically significant negative impact on departmental productivity and operational efficiency.
2. Poor communication and weak coordination mechanisms significantly contribute to reduced departmental performance.
3. Effective leadership and management development programs can significantly improve departmental performance despite existing managerial inefficiencies.

4. The implementation of structured performance evaluation and monitoring systems positively influences departmental productivity and accountability.
5. Adopting strategic planning and participatory management approaches significantly enhances departmental performance within organizations experiencing management inefficiencies.

Scientific Theory Used to Prepare Research

The theoretical foundations of any academic study represent the conceptual framework that guides the research process and helps explain the relationships between the variables under investigation. In studies concerned with organizational performance, theoretical foundations play a crucial role in clarifying how managerial practices influence the efficiency and effectiveness of departments within an organization. The present study, which focuses on optimizing departmental performance under conditions of inefficient management practices, relies on several well-established theoretical perspectives in management and organizational studies. These theories provide an analytical lens through which the dynamics of managerial inefficiency and its impact on departmental productivity, employee engagement, and operational outcomes can be better understood. By grounding the study in recognized theoretical frameworks, the research is able to systematically examine the causes of management inefficiencies and explore mechanisms through which departmental performance can be improved despite existing organizational limitations.

- Organizational Performance Theory

Organizational performance theory is one of the most important theoretical perspectives that underpin this study. This theory focuses on how organizations utilize their resources, capabilities, and management systems to achieve strategic goals and maintain operational efficiency. Within this framework, departmental performance is viewed as a key indicator of overall organizational success, since departments represent the operational units responsible for implementing policies, executing tasks, and delivering services. According to this theory, effective management practices are essential for coordinating departmental activities, allocating resources efficiently, and ensuring that employees work toward common organizational objectives. When management practices are inefficient—such as when planning is inadequate, communication is ineffective, or supervision is inconsistent—departments may struggle to achieve their performance targets. Organizational performance theory therefore emphasizes the importance of establishing clear management structures,

measurable performance indicators, and systematic monitoring processes to ensure that departmental operations remain aligned with broader organizational goals (Saputra, 2024).

- **Leadership Theory**

Leadership theory provides another important theoretical basis for understanding how departmental performance is influenced by management practices. Leadership plays a central role in shaping organizational outcomes because managers act as the primary decision-makers who guide employees, set priorities, and establish the working environment within departments. Leadership theories suggest that the behavior, skills, and management style of leaders have a direct impact on employee motivation, productivity, and job satisfaction. Inefficient management practices often emerge when leaders lack the necessary competencies to effectively guide their teams, communicate organizational goals, or address operational challenges. For instance, leadership approaches characterized by excessive centralization, poor communication, or limited employee involvement can negatively affect departmental performance by reducing morale and discouraging initiative among employees. Conversely, leadership styles that emphasize participation, transparency, and collaboration tend to foster stronger teamwork and higher levels of productivity. Thus, leadership theory highlights the importance of developing managerial competencies and adopting leadership practices that encourage employee engagement and accountability (Wang, 2020).

- **Systems Theory**

Systems theory offers a broader perspective for understanding organizational dynamics by viewing organizations as interconnected systems composed of multiple interdependent elements. According to this theory, departments, employees, managerial processes, and organizational resources function as components of a larger system that must work in harmony to achieve desired outcomes. Inefficiencies in management practices within one part of the system can disrupt the functioning of other components, ultimately affecting the overall performance of the organization. For example, ineffective communication channels between departments, unclear reporting structures, or poorly coordinated decision-making processes can create operational delays and reduce productivity. Systems theory therefore emphasizes the importance of adopting a holistic approach to management that considers the interactions between different organizational units. By improving coordination, information flow, and structural alignment, organizations can enhance the efficiency of departmental operations and

mitigate the negative consequences associated with inefficient management practices (Salawu, 2023).

- **Human Resource and Motivation Theories**

Human resource and motivation theories also provide an important theoretical foundation for this study by highlighting the central role of employees in achieving departmental performance. According to these theories, employee motivation, satisfaction, and engagement are key determinants of productivity and organizational effectiveness. Inefficient management practices often create working environments characterized by unclear expectations, limited recognition, insufficient training opportunities, and poor communication between management and staff. These conditions can reduce employee motivation and lead to lower levels of performance within departments. Motivation theories suggest that employees are more productive when they perceive their work as meaningful, when their contributions are recognized, and when they have opportunities for professional development. Therefore, improving management practices related to employee support, communication, and professional growth can significantly enhance departmental performance. By addressing the human element within organizations, management can create a more supportive and motivating work environment that encourages employees to perform at their highest potential (Aljehani, 2024).

- **Strategic Management Theory**

Strategic management theory further supports the conceptual framework of this study by emphasizing the importance of aligning organizational strategies with departmental activities and operational processes. This theory focuses on how organizations plan, implement, and evaluate strategies to achieve long-term objectives and maintain competitive advantage. Departments serve as the operational units responsible for executing these strategies, and their effectiveness largely depends on the quality of managerial guidance and coordination they receive. Inefficient management practices can disrupt the implementation of organizational strategies by creating confusion regarding priorities, delaying decision-making processes, and limiting the efficient use of resources. Strategic management theory therefore highlights the need for clear planning mechanisms, performance evaluation systems, and continuous monitoring processes that ensure departmental activities remain aligned with strategic goals. By adopting strategic management principles, organizations can identify inefficiencies within

management structures and implement targeted interventions to improve departmental performance (Chukwuere, 2021).

Chapter Two

Previous Studies

Introduction

Chapter Two represents a fundamental component of the present study, as it provides the theoretical and empirical foundation upon which the research is built. In academic research, reviewing relevant literature plays a crucial role in clarifying the conceptual background of the study, identifying the major scholarly contributions related to the research topic, and establishing the intellectual context within which the study is conducted. Given that the current research examines the issue of optimizing departmental performance in environments characterized by inefficient management practices, it is necessary to explore the theoretical perspectives and previous empirical findings that have addressed similar issues within organizational and management studies. Through this review, the chapter aims to deepen the understanding of how managerial practices influence departmental outcomes and to identify the main concepts and analytical approaches that can guide the investigation of this research problem.

This chapter begins by presenting a comprehensive discussion of the key concepts associated with the variables of the study. In organizational research, variables serve as the analytical elements through which relationships between management practices and organizational performance can be examined. In this context, the chapter explores the conceptual meaning, dimensions, and practical manifestations of the factors that influence departmental performance, as well as the managerial practices that may enhance or hinder such performance. By clarifying these concepts and examining how they have been defined and operationalized in previous academic work, the chapter establishes a conceptual framework that helps explain how variations in management practices may affect the productivity, efficiency, and effectiveness of departmental operations. This discussion also highlights the importance of understanding the interactions between managerial behavior, organizational structures, and employee performance in shaping overall departmental outcomes.

In addition to discussing the conceptual dimensions of the study variables, the chapter provides an extensive review of previous studies that have investigated issues related to management efficiency, leadership practices, and organizational performance. Reviewing previous research is essential because it allows the study to build upon established knowledge, identify gaps in the existing literature, and avoid unnecessary duplication of earlier work. By analyzing the methodologies, findings, and theoretical perspectives presented in earlier studies, the chapter seeks to identify common themes and patterns regarding how management

practices influence departmental productivity and operational effectiveness. Furthermore, the review of previous studies enables the researcher to critically evaluate the strengths and limitations of existing research and to position the current study as a meaningful contribution to the broader field of organizational and management research.

Another key component of this chapter involves the presentation and discussion of the theoretical perspectives that inform the study. Theoretical frameworks serve as the intellectual foundation that guides the interpretation of research findings and provides a structured explanation of the relationships between the main concepts under investigation. In the context of this study, relevant theories from the fields of organizational behavior, leadership studies, human resource management, and strategic management are examined in order to provide a comprehensive understanding of how management practices affect departmental performance. These theoretical perspectives help explain the mechanisms through which managerial inefficiencies can negatively influence organizational outcomes and, conversely, how effective management strategies can enhance departmental productivity and operational efficiency.

Chapter Two aims to establish a strong conceptual and empirical basis for the study by integrating theoretical discussions, empirical evidence from previous research, and analytical insights related to organizational performance and management practices. By systematically reviewing these elements, the chapter not only clarifies the academic context of the research problem but also supports the development of the study's analytical framework and research hypotheses. Consequently, the insights derived from this chapter will play a critical role in guiding the subsequent stages of the research, including the research methodology, data analysis, and interpretation of results, thereby ensuring that the study is firmly grounded in established academic knowledge while addressing a significant practical challenge within organizational management.

Dependent and Independent Variables

- Dependent Variable: Departmental Performance

Departmental performance serves as the primary focus of this study and represents the dependent variable, as it is directly influenced by various managerial and organizational factors. In organizational research, departmental performance encompasses the effectiveness and efficiency with which departments achieve their objectives, complete assigned tasks, and contribute to the overall goals of the organization. This variable is multidimensional, often including indicators such as productivity levels, quality of output, adherence to timelines, operational efficiency, and the degree of alignment between departmental activities and broader organizational objectives. In the context of this study, departmental performance reflects the extent to which operational units are able to function optimally despite the presence of inefficient management practices. Variations in departmental performance can arise from differences in leadership approaches, communication systems, employee motivation, and other managerial practices, making it a key indicator for assessing the impact of independent variables within the organizational environment. By focusing on departmental performance, the study aims to understand not only the outcomes of managerial inefficiencies but also the mechanisms through which improvements can be made (Long, 2022).

- Independent Variables

1. Leadership Effectiveness:

Leadership effectiveness refers to the ability of managers to guide, motivate, and support their teams in achieving departmental and organizational objectives. Effective leaders demonstrate competencies such as decision-making, strategic planning, delegation, and the ability to inspire and empower employees. Conversely, inefficient leadership—characterized by poor guidance, lack of vision, or inconsistent decision-making—can negatively impact departmental performance by creating uncertainty, reducing employee morale, and slowing operational processes. In this study, leadership effectiveness is examined as a key determinant of departmental outcomes, as managers play a central role in shaping the work environment, setting performance expectations, and ensuring that tasks are completed efficiently (Ashley-Osuzoka, 2024).

2. Communication and Coordination:

Communication and coordination are fundamental managerial processes that facilitate the smooth functioning of departmental activities. Effective communication ensures that employees are aware of organizational goals, departmental priorities, and their specific roles, while coordination ensures that tasks are executed in an organized and collaborative manner. Inefficient communication channels, ambiguous instructions, or lack of coordination can lead to misunderstandings, duplicated efforts, and delays in task completion, ultimately reducing departmental productivity. This variable is therefore critical in understanding how the flow of information and the alignment of activities influence departmental performance, particularly in environments where management practices are suboptimal (Carter, 2020).

3. Employee Motivation and Engagement:

Employee motivation and engagement reflect the degree to which staff members are committed to their work, feel a sense of purpose, and are willing to contribute actively to achieving departmental objectives. High levels of motivation and engagement often result in increased productivity, creativity, and adherence to organizational standards, while low levels can contribute to absenteeism, reduced performance, and operational inefficiencies. Managers can influence this variable through recognition, professional development opportunities, participatory decision-making, and supportive leadership practices. In the context of this study, understanding the role of employee motivation and engagement is crucial, as departments with motivated and engaged employees are better equipped to overcome the challenges posed by inefficient management practices (Novruzov, 2024).

Relationship Between Dependent and Independent Variables

The relationship between the independent variables and departmental performance is central to the conceptual framework of this study. Leadership effectiveness, communication and coordination, and employee motivation and engagement are all expected to have a positive influence on departmental performance, meaning that improvements in these areas are likely to result in enhanced operational efficiency, higher productivity, and better alignment with organizational goals. Conversely, inefficiencies in any of these managerial dimensions can negatively affect departmental outcomes, creating obstacles to achieving objectives and reducing overall organizational effectiveness. The study posits that these independent variables do not operate in isolation but are interrelated: effective leadership enhances communication and coordination, which in turn boosts employee motivation and engagement,

collectively contributing to improved departmental performance. By analyzing these relationships, the study aims to identify the specific mechanisms through which management practices influence departmental outcomes and to provide actionable insights for optimizing performance in organizational settings characterized by managerial inefficiencies.

Previous Studies

(Nurlina, 2023) This study focuses on the performance of employees in the Bone Regency Population and Civil Registration Service, with a specific emphasis on timeliness in completing work tasks. The aim is to analyze and evaluate employee performance in this dimension. The study contributes to the understanding of performance measurements in organizational settings and offers practical insights to enhance employee performance and meet public expectations in population and civil registration services. Using a descriptive research methodology with a qualitative approach, the study involved interviews, observations, and document analysis for data collection. The main findings reveal that employee performance in the timeliness dimension at the Bone Regency Population and Civil Registration Service is suboptimal. Factors contributing to this include the complexity of document processing, inadequate technological support, and poor time management. This study fills a gap in the literature by addressing specific challenges related to timeliness in employee performance within population and civil registration services. It provides recommendations for improvement, such as offering training on efficient document management, utilizing relevant technology, providing adequate support facilities, and enhancing coordination and communication. Implementing these corrective measures can help enhance employee performance in the service and improve overall efficiency.

In today's competitive business environment, accounting information systems (AISs) are crucial for organizations seeking to enhance decision making and improve performance. (Zohry, 2024) This study investigates the interplay between AIS competence, information quality, and system effectiveness and their collective impact on business performance within Saudi Arabian companies. Using a quantitative approach, data were collected from 123 manufacturing and service firms through a structured questionnaire. Employing structural equation modeling (SEM), this study elucidates the direct and mediating effects of AIS attributes on organizational outcomes. The findings indicate that system competence has a direct positive effect on both information quality and AIS effectiveness. Information quality,

in turn, positively influences AIS effectiveness and business performance. Additionally, AIS effectiveness was found to have a direct positive impact on organizational performance. This study provides valuable insights for managers seeking to optimize AIS investments and emphasizes the importance of integrating high-quality information systems to achieve strategic and operational goals. The results offer a detailed understanding of AIS dynamics, particularly within the context of emerging markets, and contribute to the broader discourse on technology-driven business performance enhancement.

(Handoyo, 2023) This study examines the direct effect of internal factors within a business organization, including business strategy, operational efficiency, and ownership structure, on manufacturing performance. It also analyzes how these internal factors influence manufacturing performance when interacting with external factors, namely market uncertainty and competition intensity. The study compares firms with proactive and defensive strategies regarding operational efficiency and manufacturing performance differences. It also compares manufacturing performance differences between firms with foreign and domestic ownership. The sample for this study includes manufacturing firms listed on the Indonesia Stock Exchange between 2014 and 2021. The findings indicate that business strategy, operational efficiency, and ownership structure positively and significantly affect manufacturing performance. Operational efficiency is higher in manufacturing when business competition increases. Under intense business competition, manufacturing firms with foreign ownership tend to have more competitive advantages than domestic ownership. Manufacturing firms that adopt proactive business strategies (prospectors and analyzers) perform significantly better than those with defensive strategies (defenders and reactors).

(Yuldashev, 2025) This article examines efficiency and effectiveness of managerial activities. Materials from the author's personal archive, coupled with first-hand experience as a Komsomol leader at both city and regional levels, and later within the armed forces, consistently indicate that the effectiveness and quality of management are entirely dependent on manager's personality. This includes their experience, readiness to perform tasks in their assigned area, personal, business, and moral qualities, as well as their attitude toward work. Furthermore, the judicious allocation and efficient use of time by managers lead to rationalised management, which in turn results in a commensurate increase in the effectiveness of any type of activity.

An organization's performance in a project is determined by its ability to implement project management knowledge and practices. This ability reflects the organization's level of project management maturity (PMM). PMM is premised on the belief that the higher the PMM level, the higher the ability to successfully deliver a project. With this in mind, (Karim, 2022) the current paper aims to determine the type of organizational aspects and practices that could influence the success of PMM implementation in organizations. For this purpose, a systematic literature review (SLR) was performed on 23 articles published between 2011 and 2021 that studied PMM. The findings showed that most articles stressed organizational culture and integration with strategic organizational initiatives. Among all the studied industries, the information technology industry stood out. Content analysis was used for analyzing data, which were thematized using ATLAS.ti. Ten sub-themes emerged, with six sub-themes under organizational aspects and four sub-themes under organizational practices. These sub-themes, which were intertwined with the implementation and growth of PMM in organizations, positively impact project delivery performance. Based on this, several future research opportunities were proposed.

Despite the wide adoption of performance management by organizations, there is little evidence that performance management works. In this paper (Murphy, 2025), I critique both the methods and the goals of performance management. First, I note that performance management, through its reliance on top-down decision making, robs workers of autonomy and responsibility. Next, I note that two of the three major components of performance management (aligning job performance goals with the strategic goals of the organization and using frequent informal feedback to manage performance) are flawed, and that efforts to manage performance using these tools are likely to fail. Rather than relying on managing performance, organizations should follow decades of research on supportive leadership and focus on supporting and facilitating performance rather than managing it. I call for more empirical research to evaluate the effectiveness of performance management and the effects of the various tools used to manage performance.

Commentary on Previous Studies:

- Similarities in Previous Studies

Previous research consistently emphasizes the critical relationship between management practices and organizational performance. Across multiple studies, factors such as leadership effectiveness, operational efficiency, strategic alignment, and communication processes are

repeatedly identified as determinants of performance outcomes. Many studies also highlight the role of employee engagement, motivation, and competence in influencing productivity and departmental or organizational success. Furthermore, prior research demonstrates that structured systems whether in project management, information systems, or performance evaluation enhance organizational effectiveness when properly implemented. These studies collectively underscore the principle that organizational performance is shaped by the combination of managerial actions, employee behaviors, and the alignment of operational systems with strategic objectives. This common thread reinforces the theoretical foundation of the current research, which focuses on improving departmental performance despite the presence of inefficient management practices.

- Differences in Previous Studies

While previous studies converge on the importance of management practices, they differ in terms of context, scope, and methodology. Some investigations focus on specific organizational sectors, such as civil registration services, manufacturing, or information technology, while others adopt a broader corporate or cross-industry perspective. Methodologically, certain studies employ qualitative approaches, relying on interviews, observations, and document analysis, whereas others use quantitative methods with surveys and statistical modeling. Additionally, the performance metrics examined vary across studies, including timeliness, operational efficiency, system effectiveness, and project delivery outcomes. Differences also exist in the level of analysis; some studies examine individual employee performance, others assess departmental outcomes, and some evaluate organizational or industry-wide performance indicators. These distinctions illustrate that the relationship between management practices and performance is context-dependent and that findings in one sector or methodological approach may not be directly generalizable to other settings.

- Research Gaps that Distinguish the Current Research

Despite the extensive body of literature on management and organizational performance, several gaps remain that the current research seeks to address. First, many studies focus either on macro-level organizational outcomes or on specific performance dimensions, such as timeliness or system effectiveness, without examining the combined impact of multiple management practices on overall departmental performance. Second, there is limited research on the challenges posed by inefficient management practices and how departments can

optimize performance under such constraints. Third, while some studies emphasize structural or technological interventions, fewer explore the integrative effects of leadership, communication, and employee motivation in environments characterized by managerial inefficiencies. Finally, existing studies often focus on a single industry or geographic context, leaving gaps in understanding the broader applicability of performance optimization strategies across diverse departmental settings. The current research addresses these gaps by systematically examining how departments can achieve higher performance levels even when faced with inefficiencies in leadership, communication, and management practices, providing both empirical evidence and practical recommendations for organizational improvement.

Theoretical Framework of the Study

The theoretical foundations of this study provide a comprehensive framework for understanding the complex relationship between management practices and departmental performance. In organizational and management research, theoretical perspectives are essential for explaining how various managerial behaviors, leadership approaches, and operational processes influence the efficiency and effectiveness of departments. This study focuses on optimizing departmental performance in environments where management practices are inefficient, and as such, it draws on multiple theories from organizational behavior, leadership, human resource management, and strategic management. These theoretical perspectives offer a conceptual lens through which the causes of inefficiency can be analyzed and the mechanisms for improving departmental performance can be identified. By grounding the study in established theoretical frameworks, the research ensures that its findings are not only empirically valid but also intellectually robust and contextually relevant.

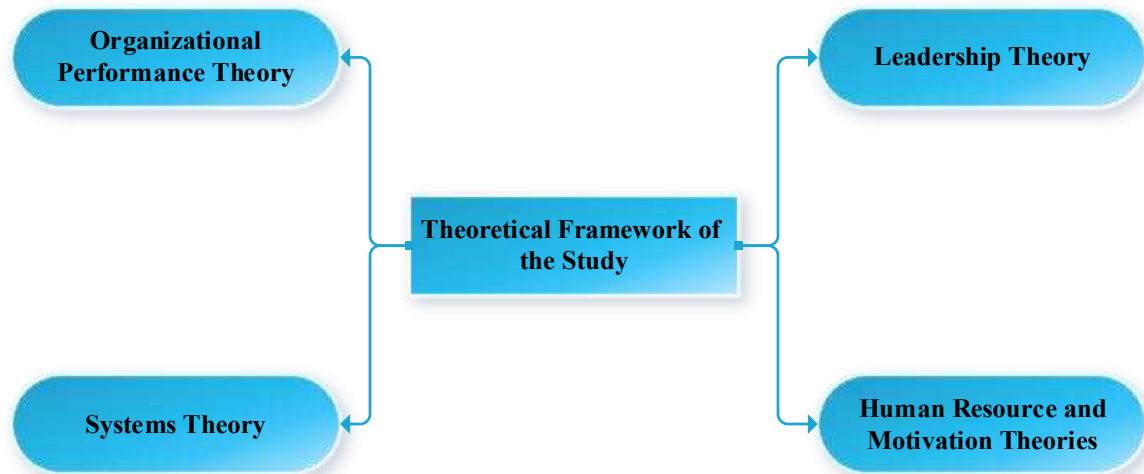


Figure 1: Theoretical Framework of the Study

- **Organizational Performance Theory**

Organizational performance theory forms a central component of the study's theoretical foundation. This theory emphasizes that the effectiveness of an organization is largely determined by how well its units and departments utilize resources, manage processes, and achieve objectives. Departmental performance is therefore a reflection of the broader organizational system and depends heavily on management practices that facilitate coordination, resource allocation, and operational efficiency. When managerial practices are inefficient, departments often face delays in task completion, misalignment with organizational goals, and reductions in productivity. Organizational performance theory highlights the need for structured management systems, clear operational procedures, and measurable performance indicators to ensure that departmental activities contribute positively to overall organizational success. This theoretical perspective underpins the study's focus on identifying managerial strategies that can optimize departmental performance despite existing inefficiencies (Garrido-Moreno, 2024).

- **Leadership Theory**

Leadership theory provides another critical framework for this study, focusing on how leadership behaviors and management styles influence employee performance and organizational outcomes. Effective leadership is characterized by the ability to provide clear direction, motivate employees, support decision-making, and foster a positive organizational culture. In contrast, ineffective leadership—marked by poor decision-making, lack of communication, and insufficient guidance—can hinder departmental performance by

reducing employee morale, creating confusion, and limiting productivity. The study draws on leadership theory to examine how managerial behaviors and leadership effectiveness directly affect departmental outcomes. It also explores how supportive, participatory, and transformational leadership approaches can mitigate the negative effects of inefficient management and foster higher performance levels within departments (José, 2025).

- **Systems Theory**

Systems theory offers a holistic perspective by viewing organizations as interconnected systems composed of interdependent units, processes, and resources. According to this theory, departmental performance cannot be evaluated in isolation, as inefficiencies in one part of the system can create ripple effects that impact other departments and the organization as a whole. Inefficient management practices, for example, may disrupt communication, slow decision-making processes, and create bottlenecks in operational workflows. Systems theory emphasizes the need for integrated approaches to management, where departments, employees, and managerial structures function cohesively to achieve shared organizational goals. This perspective supports the study's emphasis on addressing inefficiencies through structural and process-oriented interventions that improve coordination, communication, and operational alignment (Basten, 2018).

- **Human Resource and Motivation Theories**

Human resource and motivation theories provide an essential lens for understanding the role of employees in departmental performance. Employee engagement, job satisfaction, and motivation are key determinants of productivity and operational effectiveness. Inefficient management practices often result in environments where employees experience unclear expectations, limited recognition, and insufficient opportunities for professional growth, all of which reduce motivation and negatively impact performance. Motivation theories, such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, suggest that enhancing employee satisfaction through recognition, empowerment, and development opportunities can significantly improve performance outcomes. By integrating these perspectives, the study examines how management practices influence employee attitudes and behaviors, and how motivated and engaged employees contribute to the optimization of departmental performance (Geerts, 2024).

Chapter Three

Study Methodology

Introduction

Chapter Three constitutes a critical component of the present study, as it outlines the methodological framework adopted to investigate the research problem and achieve the objectives of the study. In academic research, the methodological chapter plays a central role in clarifying the procedures and techniques used to collect, analyze, and interpret data in a systematic and scientifically reliable manner. It provides a structured explanation of how the research is designed and implemented, ensuring that the study follows clear and transparent procedures that enhance the credibility, validity, and reliability of the findings. Given that the current study seeks to examine ways of optimizing departmental performance in the presence of inefficient management practices, it is essential to adopt a well-defined methodological approach that allows for the accurate investigation of the relationships between managerial practices and departmental outcomes.

This chapter therefore provides a comprehensive description of the research design and the methodological approaches that guide the process of data collection and analysis. It explains the overall strategy used in conducting the study and the rationale for selecting specific research methods that are appropriate for examining the research problem. In doing so, the chapter highlights the importance of aligning the research methods with the objectives and questions of the study, ensuring that the chosen approach enables the researcher to obtain relevant and reliable information regarding management practices and their influence on departmental performance. The discussion also emphasizes the importance of adopting systematic research procedures that allow the study to generate findings that are both academically rigorous and practically meaningful.

The chapter addresses the context in which the research is conducted by describing the group or environment from which the data are obtained. Understanding the characteristics of the population involved in the study is essential for ensuring that the research findings accurately reflect the organizational realities being examined. In this regard, the chapter explains how the participants or units of analysis are identified and how the study ensures that the selected participants represent the broader context relevant to the research topic. This aspect is particularly important because the credibility of research findings often depends on the extent to which the selected sample adequately represents the wider population from which it is drawn.

In addition to explaining the research design and the context of the study, this chapter also describes the procedures used to determine the number of participants included in the research. Determining an appropriate sample size is an important methodological consideration because it influences the accuracy and generalizability of the study's results. The chapter therefore clarifies the criteria and considerations used in selecting the sample and explains how the chosen sample size contributes to obtaining meaningful and statistically reliable results. By addressing these methodological considerations, the study ensures that the research process is conducted in a structured and scientifically sound manner.

Another essential component discussed in this chapter relates to the procedures followed in gathering the information required for the study. Collecting data in a systematic and organized manner is crucial for ensuring that the research findings are based on accurate and reliable evidence. The chapter explains the sequence of steps undertaken during the data collection process, including the preparation of research instruments, the methods used to administer them, and the procedures followed to ensure the accuracy and completeness of the collected information. Emphasis is placed on the importance of maintaining ethical standards and methodological rigor throughout the data collection process to ensure that the information obtained genuinely reflects the experiences and perspectives relevant to the research problem.

The chapter acknowledges that, like all empirical research, the present study may encounter certain constraints that could influence the scope or interpretation of the findings. Recognizing such limitations is an important aspect of academic research because it provides transparency regarding the conditions under which the study is conducted and helps readers understand the boundaries within which the results should be interpreted. By addressing these considerations, the chapter demonstrates the researcher's awareness of the practical challenges that may arise during the research process and the measures taken to minimize their potential impact.

Chapter Three provides a comprehensive explanation of the methodological structure that underpins the study. By clarifying the research design, the context of the investigation, the procedures for selecting participants, the process of collecting information, and the practical considerations that may influence the research process, this chapter establishes the methodological integrity of the study. Consequently, it serves as the foundation that ensures the research is conducted in a systematic, transparent, and scientifically credible manner, thereby supporting the validity of the conclusions drawn regarding the optimization of

departmental performance in environments characterized by inefficient management practices.

Methodology and Research Methods

The methodology and research methods form the backbone of any empirical study, as they provide a systematic approach for collecting, analyzing, and interpreting data in a scientifically rigorous manner. In the context of this study, which focuses on optimizing departmental performance under inefficient management practices, a quantitative research methodology was employed. The choice of a quantitative approach is particularly suitable because it allows for the measurement of relationships between clearly defined variables—specifically, the impact of managerial practices on departmental performance—using numerical data that can be statistically analyzed. This approach provides the advantage of objectivity, precision, and the ability to generalize findings across the population, making it an effective tool for assessing the influence of leadership effectiveness, communication and coordination, and employee motivation and engagement on departmental outcomes.

- Quantitative Methodology

A quantitative research methodology is characterized by the systematic collection and analysis of numerical data to examine patterns, relationships, and trends. In this study, quantitative methods were used to quantify the extent to which inefficient management practices affect departmental performance and to test the hypotheses developed in earlier chapters. The methodology relies on structured research instruments, such as questionnaires and surveys, designed to capture specific information regarding the independent variables—leadership effectiveness, communication and coordination, and employee motivation—and their relationship with the dependent variable, departmental performance. By converting organizational behaviors and perceptions into measurable data, the quantitative approach enables the study to provide statistical evidence of correlations, differences, and predictive relationships, thereby offering robust insights into the dynamics of managerial inefficiency and performance optimization.

- Research Methods

The primary research method employed in this study was the survey method, which involved administering structured questionnaires to both managerial and non-managerial staff across the selected departments. The survey method was chosen because it allows for the efficient collection of data from a relatively large number of participants, ensuring that the sample is representative of the research population. The questionnaires were carefully designed to

include closed-ended questions that measured specific aspects of managerial practices, employee engagement, and departmental outcomes using standardized scales. These scales enabled the quantification of perceptions and experiences, facilitating the statistical analysis of relationships between variables.

In addition to the survey method, descriptive and inferential statistical techniques were applied to analyze the collected data. Descriptive statistics, including means, percentages, and standard deviations, were used to summarize and describe the characteristics of the sample and the distribution of responses. Inferential statistics, such as correlation and regression analyses, were employed to examine the relationships between independent variables and the dependent variable, test hypotheses, and determine the strength and significance of these relationships. This combination of descriptive and inferential methods ensures that the findings are both detailed and analytically rigorous, allowing for meaningful interpretations and evidence-based conclusions.

- Rationale for the Quantitative Approach

The quantitative methodology was selected for several reasons. First, it provides an objective framework for examining the impact of management practices on departmental performance, reducing the influence of subjective bias. Second, it allows for the measurement of variables across a large sample, ensuring that the results are statistically representative and generalizable. Third, the quantitative approach facilitates hypothesis testing, enabling the researcher to assess whether variations in leadership effectiveness, communication, and employee motivation are significantly associated with differences in departmental performance. Finally, this methodology allows for the identification of trends, patterns, and predictive relationships, which are critical for developing practical recommendations to optimize departmental performance in environments characterized by inefficient management practices.

Study Tools

Given that the methodology employed in this study was quantitative, the primary instrument used for data collection was a structured questionnaire. This instrument was carefully designed to gather measurable data on the variables under investigation and to allow for statistical analysis of the relationships between managerial practices and departmental performance. The questionnaire included sections corresponding to the study's independent

and dependent variables, ensuring that each aspect of leadership effectiveness, communication and coordination, employee motivation and engagement, and departmental performance could be quantified.

The questionnaire was developed using standardized scales and rating systems, such as Likert-type scales, which enabled respondents to express the degree of agreement or frequency regarding statements related to managerial practices and departmental outcomes. This approach facilitated the transformation of subjective perceptions into numerical data, which could then be analyzed statistically to identify patterns, correlations, and predictive relationships.

In addition to the structured questionnaire, the study included demographic and organizational profile questions to capture essential information about participants, such as their position, department, years of experience, and level of responsibility. This information allowed the research to analyze whether differences in perceptions or experiences existed across different organizational roles and to ensure that the sample was representative of the research population.

The structured quantitative questionnaire served as the central instrument of the study, providing a reliable, objective, and standardized method for collecting data to investigate the impact of inefficient management practices on departmental performance.

Research Community

The research population represents a fundamental component of any empirical study, as it defines the broader group from which data are drawn and upon which the study's findings are based. In organizational research, understanding the characteristics of the population is critical for ensuring that the results accurately reflect the realities of the organizational environment under investigation. In the context of this study, which focuses on optimizing departmental performance under inefficient management practices, the research population encompasses the employees, managers, and departmental units within the organizations being studied. By clearly defining the research population, the study ensures that the collected data are representative, relevant, and capable of supporting valid conclusions about the relationship between management practices and departmental performance.

- **Characteristics of the Research Population**

The population of this study consists of employees and managerial staff who are actively involved in the operational and administrative functions of their respective departments. This includes department heads, supervisors, team leaders, and other managerial personnel responsible for planning, coordination, and supervision of departmental activities, as well as regular employees who execute operational tasks and interact with management on a daily basis. The inclusion of both managerial and non-managerial staff is essential, as it allows the study to capture multiple perspectives regarding management practices, departmental functioning, and performance outcomes. Managers provide insights into the challenges of implementing effective management practices and the structural factors that influence departmental efficiency, while employees offer perspectives on the practical impact of these practices on motivation, coordination, and productivity.

The research population is characterized by diversity in terms of departmental roles, levels of responsibility, and work experience. Departments within organizations often differ in size, scope, and functional responsibilities, and these differences can influence the way management practices are implemented and how performance is perceived. By including a wide range of departments and employees, the study aims to obtain a holistic understanding of the organizational environment and ensure that the findings are not limited to a specific type of department or hierarchical level. This diversity also allows for the identification of patterns and trends that may be common across different departments, as well as variations that may arise due to specific operational contexts or managerial approaches.

- **Relevance to the Study**

Defining the research population is particularly important in this study because it provides the foundation for the subsequent processes of sampling, data collection, and analysis. The population determines the scope of the investigation, the representativeness of the sample, and the generalizability of the study findings. In the context of examining departmental performance under inefficient management, the population must include those individuals who are directly affected by management practices, as they are the ones who experience the outcomes of leadership decisions, communication processes, and organizational coordination. By targeting this population, the study ensures that the collected data are relevant to the research problem and capable of providing meaningful insights into how management

inefficiencies impact departmental performance and what strategies can be employed to mitigate these effects.

Data Collection Steps

The process of data collection represents a crucial phase in the research, as it determines the quality, accuracy, and reliability of the information upon which the study's findings and conclusions are based. In this study, which examines the optimization of departmental performance under inefficient management practices, a quantitative methodology was employed, emphasizing the systematic collection of numerical data through structured instruments. The purpose of this phase was to ensure that data reflecting the perceptions, experiences, and observations of both managerial and non-managerial staff could be accurately gathered and subsequently analyzed to examine the relationships between managerial practices and departmental performance. By adhering to a structured and methodical data collection process, the study aimed to minimize errors, biases, and inconsistencies, thereby enhancing the credibility and validity of the research outcomes.

- Preparation of the Instrument

The initial step in the data collection process involved the careful preparation of the quantitative research instrument, specifically the structured questionnaire. This stage included designing questions that accurately measured the independent variables—leadership effectiveness, communication and coordination, and employee motivation and engagement—as well as the dependent variable, departmental performance. Each question was formulated to be clear, concise, and unambiguous, with response options aligned to Likert-type scales to facilitate quantitative analysis. Additionally, the questionnaire was reviewed by experts in organizational management and research methodology to ensure content validity and to confirm that all items were relevant and representative of the constructs being studied. A pilot test was also conducted on a small subset of participants to evaluate the clarity, comprehension, and reliability of the instrument, allowing for necessary revisions before full-scale administration.

- Distribution of the Questionnaire

Once the instrument was finalized, the next step involved the systematic distribution of the questionnaire to the research population. Participants were selected from various departments

within the organizations under study, ensuring representation across hierarchical levels, functional roles, and work experience. The distribution was conducted through both physical and digital means, depending on accessibility and convenience, to maximize participation rates. Detailed instructions were provided to participants, emphasizing the importance of honest and thoughtful responses and ensuring confidentiality to encourage accurate and uninfluenced reporting. The researcher also coordinated with departmental supervisors to facilitate the collection process and ensure that all relevant participants had the opportunity to respond within the specified timeframe.

- **Administration and Follow-up**

During the administration phase, the researcher monitored the progress of questionnaire completion, providing clarifications where necessary and ensuring that participants adhered to the guidelines. Follow-up measures were implemented to address non-responses and incomplete submissions, including reminders and additional assistance in understanding specific items. This step was essential to minimize missing data and enhance the completeness and accuracy of the dataset, which is critical for subsequent statistical analysis. Maintaining consistent communication with participants throughout the data collection process helped establish trust and encouraged participation, thereby improving the reliability of the collected information.

- **Data Verification and Preparation**

After the questionnaires were returned, the collected data underwent a verification process to ensure accuracy and consistency. This step involved checking for incomplete responses, inconsistencies, or errors in data entry, and correcting or excluding problematic entries where necessary. The verified data were then coded and organized in a systematic manner suitable for quantitative analysis, including categorization according to the variables under study. Proper preparation of the dataset ensured that subsequent statistical analyses, such as correlation, regression, and descriptive statistics, could be conducted accurately and efficiently.

Research Limits

- Human Limitations

Human limitations represent one of the key constraints in this study. Since the research relied heavily on responses from employees and managerial staff through structured questionnaires, the accuracy and reliability of the data were dependent on the honesty, comprehension, and engagement of the participants. Some respondents may have provided socially desirable answers, underreported challenges, or misunderstood certain questions, which could influence the quality of the data collected. Additionally, variations in participants' experience, perception of management practices, and familiarity with organizational processes may have led to differences in how they assessed departmental performance and managerial efficiency. While efforts were made to ensure clear instructions and confidentiality to encourage truthful responses, these human-related limitations inherently affect the degree of precision and generalizability of the findings.

- Temporal Limitations

Temporal limitations also affected the scope and depth of this study. The data were collected during a specific time frame, reflecting the organizational conditions, management practices, and departmental performance at that particular moment. Management inefficiencies, employee motivation, and departmental outcomes are dynamic and may fluctuate over time due to changes in leadership, organizational restructuring, policy adjustments, or external factors affecting operations. Therefore, the findings of this study may not fully capture long-term trends or variations that could occur in different periods. Temporal constraints also limited the opportunity for longitudinal analysis, which could have provided more comprehensive insights into how changes in management practices impact departmental performance over extended periods.

- Spatial Limitations

Spatial limitations refer to the geographic and organizational boundaries within which the study was conducted. The research population was confined to selected departments within a limited number of organizations, which may not fully represent all organizational contexts or industries. Differences in organizational culture, departmental size, resource availability, and management structures in other organizations or regions could influence the generalizability of the findings. Additionally, departments located in distinct geographic locations or

operational environments may experience different challenges related to management inefficiencies, which were not fully captured in this study. These spatial limitations underscore the need for caution when extrapolating the results to other organizational settings or industries beyond those included in the research.

Chapter Four

Study Results

Introduction

Chapter Four represents one of the most significant stages of the research process, as it focuses on presenting and interpreting the empirical evidence obtained during the course of the study. While the previous chapters have established the conceptual framework, reviewed the relevant literature, and described the methodological procedures used to conduct the research, this chapter moves toward the analytical phase in which the collected data are examined in order to address the research questions and evaluate the study hypotheses. Through a systematic and structured approach, this chapter transforms raw data into meaningful insights that help explain the relationship between management practices and departmental performance. The analytical process undertaken in this chapter is essential for demonstrating how the empirical findings contribute to understanding the challenges associated with inefficient management practices and the ways in which departmental performance can be improved despite such limitations.

In this chapter, the information gathered from the research participants is carefully organized and examined using appropriate analytical techniques that allow for the identification of patterns, relationships, and trends within the data. The analysis of the collected information serves as a bridge between the methodological procedures described earlier and the substantive conclusions that emerge from the study. By applying systematic analytical procedures, the research is able to convert quantitative or qualitative observations into interpretable results that reflect the realities of managerial practices and their impact on departmental performance. The significance of this stage lies in its ability to provide empirical evidence that either supports or challenges the assumptions and theoretical perspectives discussed in the earlier chapters.

Beyond the analytical examination of the data, this chapter also provides a comprehensive interpretation of the findings in light of the study's objectives and theoretical background. Interpreting research findings is a critical process because it allows the researcher to move beyond numerical or descriptive outcomes and provide a deeper explanation of their implications. In this context, the chapter explores how the patterns observed in the collected data relate to the broader issues addressed in the research, particularly the influence of management inefficiencies on departmental productivity, employee performance, and operational effectiveness. By linking empirical findings with theoretical insights and previous studies, the research is able to offer a meaningful understanding of the organizational dynamics that shape departmental performance.

The chapter synthesizes the key insights derived from the analysis to provide a comprehensive overview of what the findings reveal about the research problem. This synthesis is important because it allows the researcher to draw logical conclusions that reflect the overall outcomes of the investigation. These conclusions are not merely descriptive but are grounded in the systematic examination of the data and the conceptual framework that guided the study. Through this integrative process, the chapter highlights the most significant findings and clarifies their relevance to both academic research and organizational practice.

In addition to presenting and interpreting the results, the chapter also emphasizes the practical implications of the study by translating the research findings into actionable insights. Organizations seeking to improve departmental performance in the presence of inefficient management practices can benefit from the lessons derived from the analysis. The chapter therefore outlines a series of carefully considered suggestions aimed at addressing the managerial challenges identified during the study and enhancing the effectiveness of departmental operations. These suggestions are informed by the empirical evidence generated through the research and are intended to support organizational leaders, administrators, and decision-makers in implementing strategies that promote improved performance, stronger coordination, and more effective management practices.

Chapter Four serves as the culmination of the research process, bringing together the empirical evidence, analytical interpretation, and practical implications of the study. By systematically examining the collected data and relating the findings to the broader research objectives, the chapter provides a clear and comprehensive understanding of how departmental performance can be optimized in organizational contexts characterized by inefficient management practices. The insights presented in this chapter therefore contribute not only to the academic understanding of management and organizational performance but also to the development of practical strategies that can support more effective and sustainable departmental operations.

Data Analysis

- **Descriptive statistics of the data**

Employee productivity appears relatively moderate compared with other measured variables. Daily output averages a mediocre 3.29—the lowest metric in the set—yet the standard deviation of 1.543 exposes which indicates noticeable variation in operational practices. This variance reveals a lack of consistency where individual performance depends on luck rather than process. This may indicate inconsistencies in leadership guidance across the department. The 1.388 deviation indicates that direction is applied inconsistently across units, creating massive organizational challenges; high variance in process improvement contributions—1.634 to be exact—which may indicate underutilization of employee input. Management claims to encourage input, but the data spreads wide enough to prove the feedback loop is broken or entirely decorative. Schedule slippage is the natural outcome when role clarity fluctuates with a 1.580 variance—which may suggest that role clarity is not equally communicated across employees. Teamwork metrics (SD 1.622) mirror this fragmentation; if workers cannot agree on the value of collaboration, the department is merely a collection of silos. The 3.72 mean on the necessity for management reform is the only consensus here. It confirms that the workforce recognizes the bottleneck is at the top. High kurtosis values across these variables indicate a flat, inconsistent response distribution—this is not a minor dip, it is a systemic failure of project controls. Operational bottlenecks are not being managed; they are being ignored. Recognition and appreciation efforts (Mean 3.66, SD 1.424) lack a structured framework, suggesting that reward systems are arbitrary and fail to drive engagement. This suggests that consistency in supervisory encouragement may vary across the department—the 1.607 standard deviation on basic task encouragement proves that even at the supervisory level, the department has no unified playbook.

Statistics										
	N		Mean	Std. Error of Mean	Median	Std. Deviation	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
	Valid	Missing								
Gender	277	0	1.47	.030	1.00	.500	.124	.146	-1.999	.292
Age Group	277	0	2.96	.088	3.00	1.467	-.007	.146	-1.428	.292
Educational Qualification	277	0	3.47	.076	4.00	1.258	-.373	.146	-.878	.292

The leadership in the department provides clear guidance for employees	277	0	3.58	.083	4.00	1.388	-.563	.146	-1.030	.292
Managers support employees in overcoming work-related challenges	277	0	3.65	.086	4.00	1.431	-.645	.146	-1.002	.292
Effective leadership contributes to improving departmental performance	277	0	3.58	.093	4.00	1.541	-.573	.146	-1.242	.292
Supervisors encourage employees to perform their tasks efficiently	277	0	3.45	.097	4.00	1.607	-.444	.146	-1.429	.292
There is effective communication between management and employees in the department	277	0	3.65	.086	4.00	1.425	-.612	.146	-1.058	.292
Information related to work is shared clearly among employees	277	0	3.60	.084	4.00	1.394	-.542	.146	-1.104	.292

Coordination between different units in the department is effective	277	0	3.57	.092	4.00	1.530	-.658	.146	-1.117	.292
Communication helps employees understand their roles and responsibilities	277	0	3.48	.095	4.00	1.580	-.508	.146	-1.340	.292
Management encourages employees to participate in decision-making	277	0	3.70	.084	4.00	1.393	-.706	.146	-.846	.292
Employees feel motivated to perform their tasks efficiently	277	0	3.58	.087	4.00	1.441	-.606	.146	-1.046	.292
Recognition and appreciation improve employee engagement at work	277	0	3.66	.086	4.00	1.424	-.681	.146	-.904	.292
Employees are encouraged to contribute ideas for improving work processes	277	0	3.47	.098	4.00	1.634	-.435	.146	-1.498	.292

Employees in the department complete their tasks within the required time frame	277	0	3.67	.085	4.00	1.418	-.701	.146	-.885	.292
The department achieves its performance targets effectively	277	0	3.59	.085	4.00	1.418	-.534	.146	-1.103	.292
Employees demonstrate high levels of productivity in their daily tasks	277	0	3.29	.093	4.00	1.543	-.242	.146	-1.491	.292
Teamwork contributes to improving overall departmental performance	277	0	3.40	.097	4.00	1.622	-.389	.146	-1.496	.292
I believe that improving management practices can significantly enhance departmental performance	277	0	3.72	.083	4.00	1.377	-.730	.146	-.803	.292

Table 1 : Statistical analysis

- **Gender of participants**

The female cohort represents 46.9 percent of the headcount—a significant minority—while males constitute the 53.1 percent majority of this 277-person sample. This gender split reveals This distribution indicates a relatively balanced representation of male and female employees; the lack of a dominant majority suggests that management cannot blame a "boys' club" or a

"feminized" culture for the existing operational bottlenecks. The standard deviation of 0.500 reflects the binary distribution of gender categories in the sample or retention strategies across different units. Skewness remains negligible at 0.124—the distribution is symmetrical—yet the kurtosis of -1.999 is a red flag for a "platykurtic" mess. This flat distribution signals that the department is not coalescing around a centralized organizational identity; instead, it is fragmented into silos where gender representation fluctuates wildly without oversight. Organizational challenges is inevitable when a department lacks a cohesive demographic anchor—46.9 versus 53.1 is close enough to create power struggles rather than synergy—leading to the inefficient use of resources observed in productivity metrics. The department is operating with a 6.2 percent gender gap; this disparity, though small on paper, often acts as a limited effectiveness masking deeper issues in project controls and resource allocation. Management has failed to leverage this near-parity—instead of a balanced workforce, we see a fractured one where neither group is managed with precision.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	147	53.1	53.1	53.1
	Female	130	46.9	46.9	100.0
	Total	277	100.0	100.0	

Table 2 : Statistical analysis of Gender

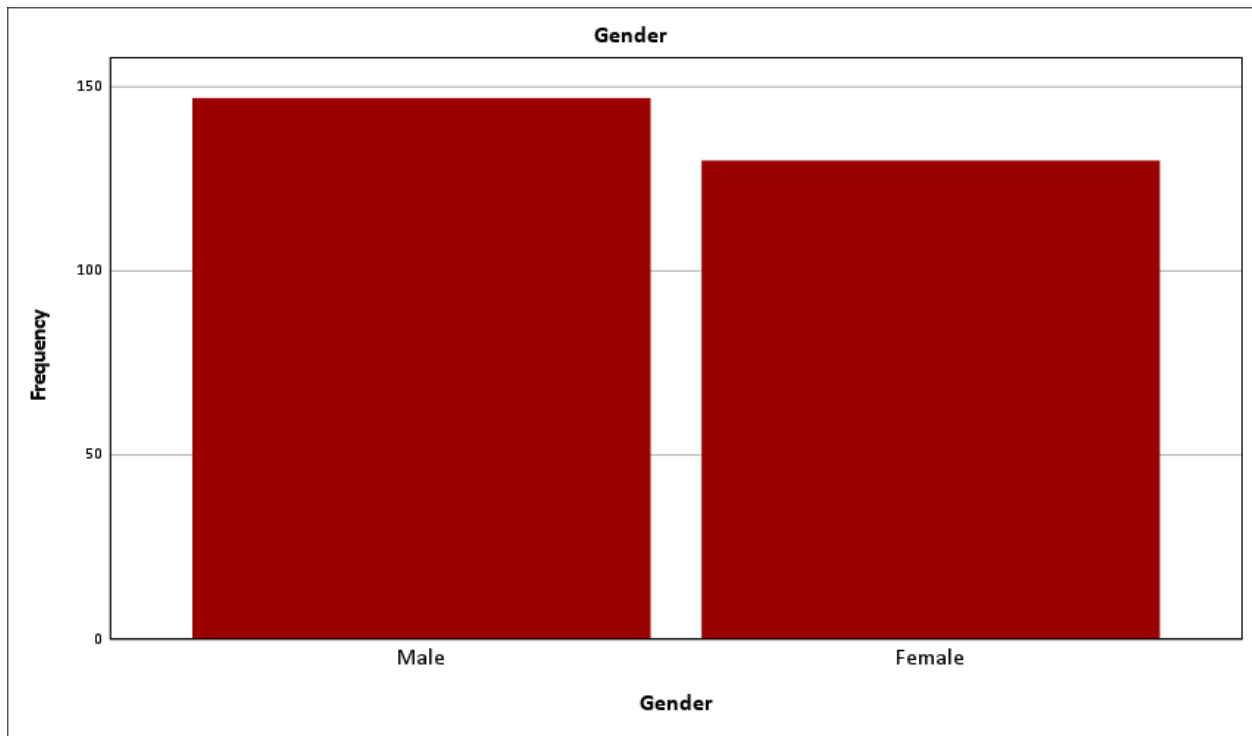


Figure 2 : Graphical representation of Gender

- **Age Group of participants**

The 23.8 percent concentration in the 50-60 age bracket is the only thin veil of experience left in this department—The remaining age groups are distributed across different categories. A standard deviation of 1.467 across age groups confirms a total lack of workforce planning; recruitment is reactive rather than strategic. The 40-50 age group—the prime window for mid-level leadership and project controls—is a lack of consistency at a dismal 13.4 percent. This hollow middle creates massive organizational challenges as the 23.1 percent entry-level cohort (20-30) lacks the necessary mentorship to prevent schedule slippage. Such a flat, platykurtic distribution (Kurtosis -1.428) proves there is no institutional memory being passed down—knowledge is leaking out as the 19.5 percent in the 60+ category head for the exit. Management is presiding over a limited effectiveness of a staff where the youngest and oldest ends of the spectrum are bloated, leaving the actual execution layer understaffed. Inefficient use of resources is inevitable here; inexperienced staff make errors while the 50-60 group acts as a bottleneck for modernizing workflows. This distribution may have implications for succession planning and workforce continuity.

		Age Group			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50-60	66	23.8	23.8	23.8
	20-30	64	23.1	23.1	46.9
	30-40	56	20.2	20.2	67.1
	60+	54	19.5	19.5	86.6
	40-50	37	13.4	13.4	100.0
	Total	277	100.0	100.0	

Table 3 : Statistical analysis of Age Group

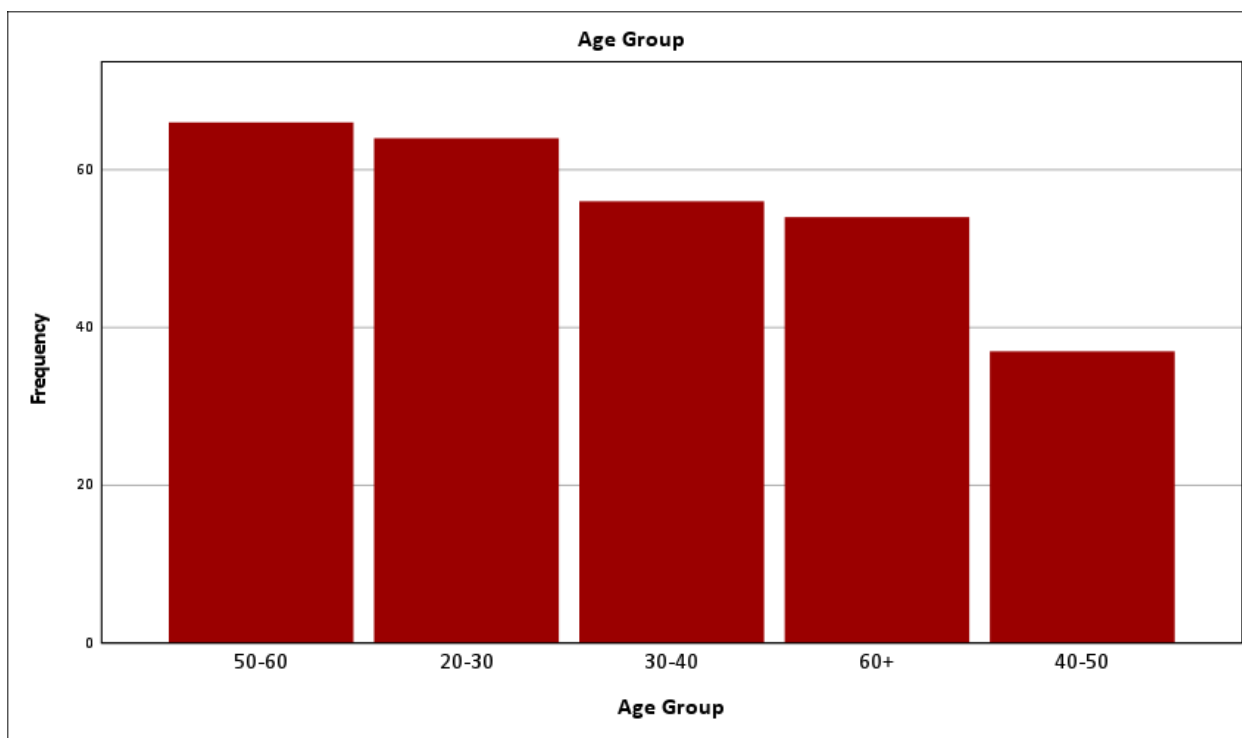


Figure 3 : Graphical representation of Age Group

- **Educational Qualification**

High school diploma holders comprise a marginal 8.3 percent of the workforce—a stark contrast to the top-heavy 26.7 percent holding PhDs—revealing a department suffering from This distribution indicates a relatively high proportion of highly educated employees. The combined 76.8 percent majority possess a Graduate degree or higher; this concentration of academic pedigree is a limited effectiveness if the productivity mean of 3.29 remains stagnant. Standard deviation for educational qualification hits 1.258—a significant variance suggesting that task allocation is likely decoupled from actual expertise. Lack of consistencys appear when PhDs are trapped in organizational challenges—tasks better suited for the 14.8 percent holding Bachelors degrees—leading to massive inefficient use of resources through misapplied labor costs. A negative skewness of -0.373 confirms the data leans toward high-tier credentials, yet the negative kurtosis of -0.878 highlights a flat, uncoordinated skill distribution across the 277-person sample. Schedule slippage occurs because the department lacks a solid foundation of vocational or mid-tier technical roles; This may indicate a potential mismatch between academic qualifications and operational roles. This misalignment between high educational costs and mediocre output proves management has no strategy for human capital optimization. Over-educated staff underperforming indicates a systemic failure in translating academic knowledge into operational wins.

Educational Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	74	26.7	26.7	26.7
	Graduate Degree	71	25.6	25.6	52.3
	Masters Degree	68	24.5	24.5	76.9
	Bachelors Degree	41	14.8	14.8	91.7
	High School Diploma	23	8.3	8.3	100.0
	Total	277	100.0	100.0	

Table 4 : Statistical analysis of Educational Qualification

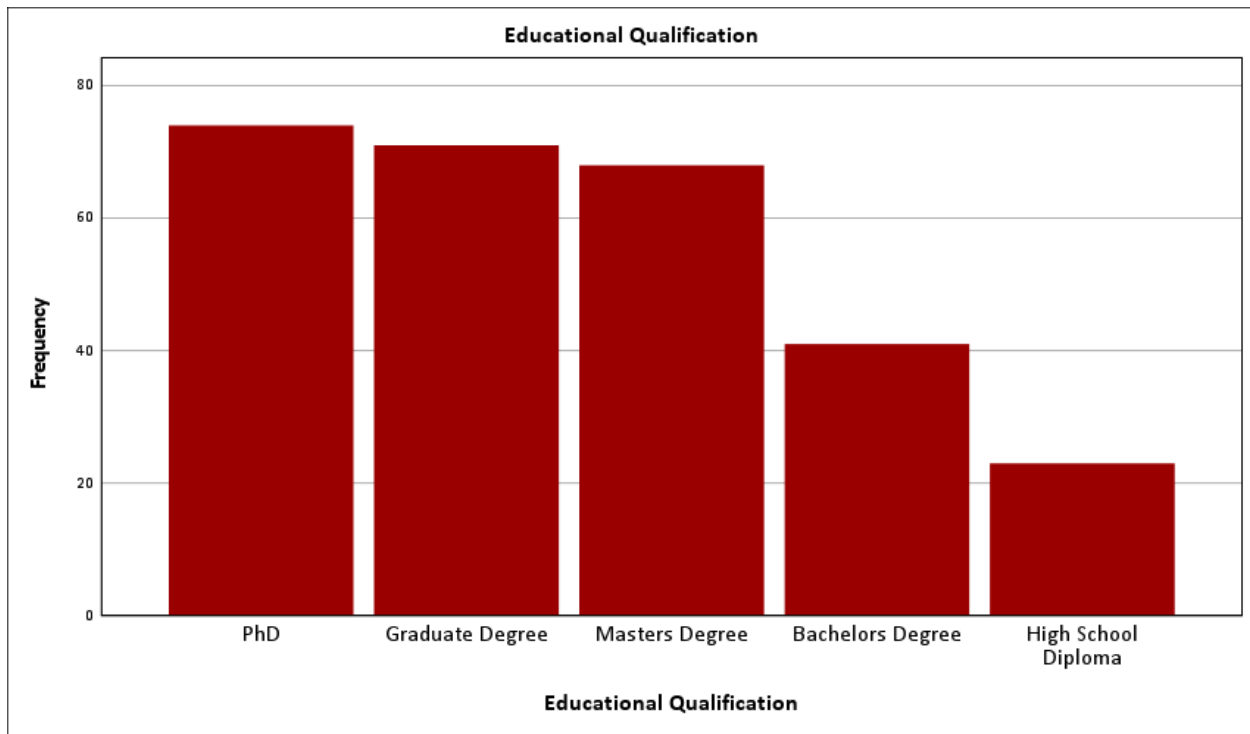


Figure 4 : Graphical representation of Educational Qualification

- **The leadership in the department provides clear guidance for employees**

Standard deviation is the killer—1.388 on leadership guidance proves that direction is a total coin toss. A massive 60.6 percent majority claims to receive clear guidance, but the 27 percent who outright disagree or strongly disagree create a lack of consistency that halts any real progress. This polarization—reflected in a negative kurtosis of -1.030—signals a department split into favored silos and neglected outliers. Management is a limited effectiveness; they are likely providing "guidance" through back channels or favoritism rather than standardized project controls. Schedule slippage is guaranteed when 30 employees are "Strongly Disagreeing" while 97 are "Strongly Agreeing" in the same departmental structure. Organizational challenges thrives in this gap—half the team is running toward a goal the other half cannot even see. The 12.3 percent trapped in the "Neither" category represents pure inefficient use of resources; these are the drifters waiting for a signal that never comes. Leadership is not leading—it is merely existing in a state of high-variance noise that prevents any cohesive operational scaling.

The leadership in the department provides clear guidance for employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	97	35.0	35.0	35.0
	Agree	71	25.6	25.6	60.6
	Disagree	45	16.2	16.2	76.9
	Neither agree nor disagree	34	12.3	12.3	89.2
	Strongly Disagree	30	10.8	10.8	100.0
	Total	277	100.0	100.0	

Table 5 : Statistical analysis of providing clear guidance for employees

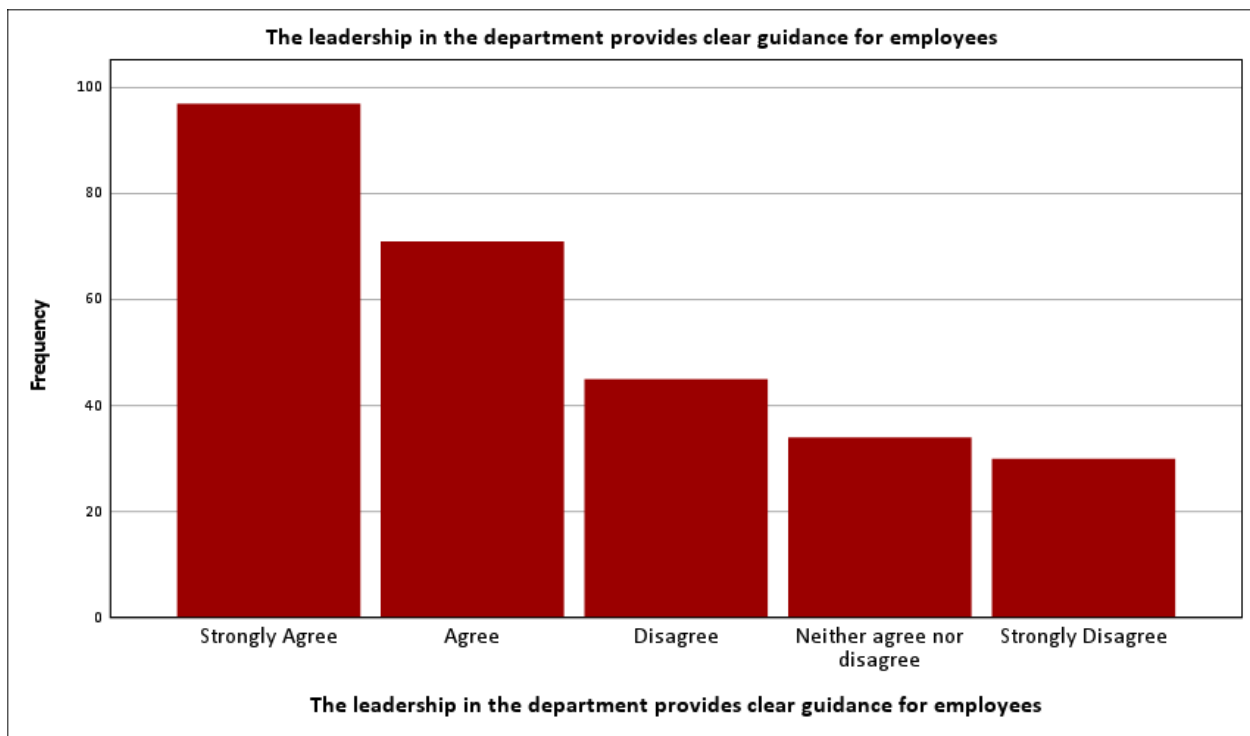


Figure 5 : Graphical representation of providing clear guidance for employees

- **Managers support employees in overcoming work-related challenges**

A standard deviation of 1.431 proves that help is handed out sporadically; some employees thrive while others are left to rot in a lack of consistency. Look at the extremes—113 respondents strongly agree while 72 are either neutral or in total opposition. This polarization creates massive organizational challenges because there is no standardized protocol for issue escalation or resolution. Operational bottlenecks remain unaddressed for the 26 percent who find management useless or absent—this is pure inefficient use of resources. The negative kurtosis of -1.002 highlights a flat, fragmented support structure where the "limited effectiveness" managers likely favor specific units while ignoring others. Schedule slippage is the inevitable byproduct of this 3.65 mean—it is high enough to look good on a slide but deceptive enough to mask the 33 people who are strongly drowning in work-related challenges. Project controls cannot function when support is a matter of luck rather than a mandated corporate service. This lack of uniformity is a liability.

Managers support employees in overcoming work-related challenges					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	113	40.8	40.8	40.8
	Agree	59	21.3	21.3	62.1
	Disagree	39	14.1	14.1	76.2
	Strongly Disagree	33	11.9	11.9	88.1
	Neither agree nor disagree	33	11.9	11.9	100.0
	Total	277	100.0	100.0	

Table 6 : Statistical analysis of supporting employees in overcoming work-related challenges

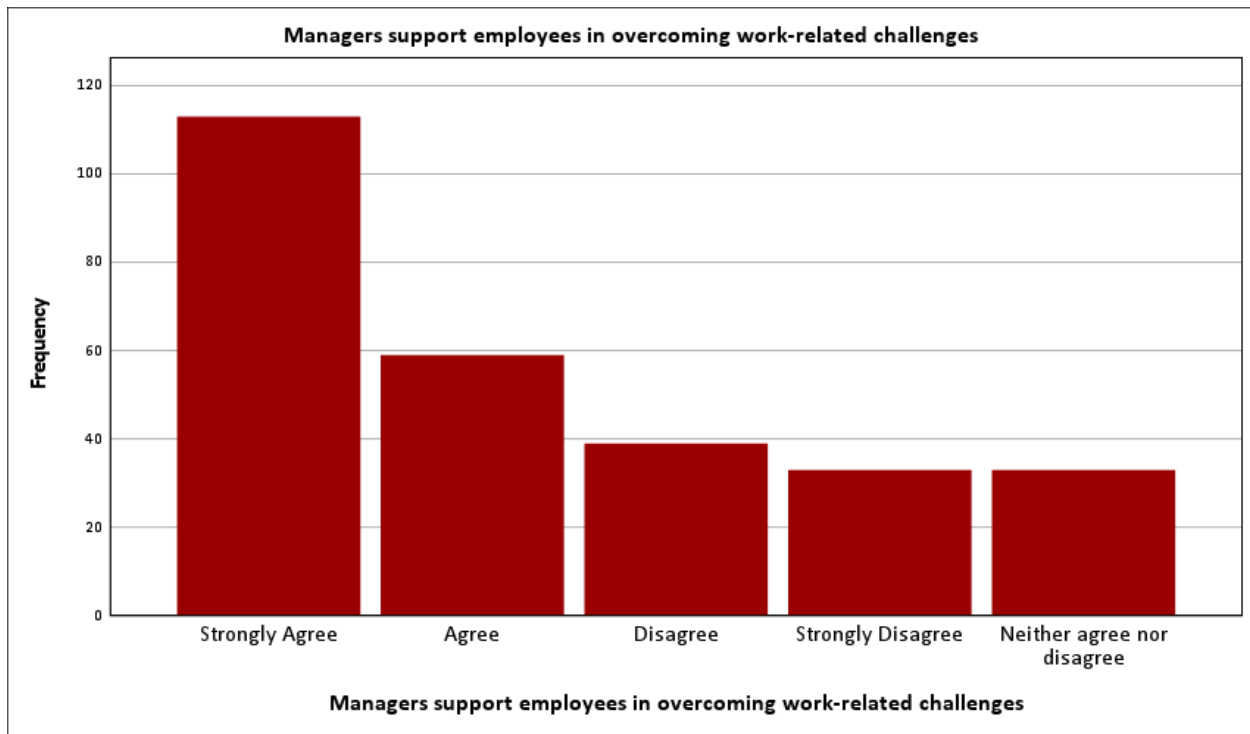


Figure 6 : Graphical representation of supporting employees in overcoming work-related challenges

- **Effective leadership contributes to improving departmental performance**

Standard deviation is out of control—1.541 on the impact of leadership proves a catastrophic lack of standardization in how influence is exerted. This variance is a project controls nightmare; the department is split between 44 percent who see leadership as a driver and a combined 29.6 percent who find it obstructive or non-existent. Such extreme spread indicates a lack of consistency where leadership is not a systemic process but a localized phenomenon. Organizational challenges is the predictable result of this 3.58 mean—the number is propped up by a "Strongly Agree" camp while the rest of the department suffers from significant inefficient use of resources. The negative kurtosis of -1.242 signals a flat, hollowed-out middle—management is a limited effectiveness that fails to unify the workforce around performance targets. Schedule slippage occurs when 16.2 percent of the staff—an alarming 45 people—actively "Strongly Disagree" with the premise of leadership effectiveness. This is not a slight disagreement; it is an operational bottleneck where nearly a third of the team is working in direct opposition to the perceived management hierarchy. High variance like this exposes a department with no cohesive culture—only pockets of temporary success surrounded by institutional failure.

Effective leadership contributes to improving departmental performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	122	44.0	44.0	44.0
	Strongly Disagree	45	16.2	16.2	60.3
	Agree	44	15.9	15.9	76.2
	Disagree	37	13.4	13.4	89.5
	Neither agree nor disagree	29	10.5	10.5	100.0
	Total	277	100.0	100.0	

Table 7 : Statistical analysis of contribution of Effective leadership to improve departmental performance



Figure 7 : Graphical representation of contribution of Effective leadership to improve departmental performance

- **Supervisors encourage employees to perform their tasks efficiently**

Neither agree nor disagree responses constitute the smallest slice at 10.8 percent—a group effectively checking out—while the 42.2 percent majority who strongly agree are overshadowed by a staggering standard deviation of 1.607. This variance is an indictment of supervisory inconsistency; efficiency encouragement is not a departmental standard but a localized accident. A massive 20.6 percent of the workforce strongly disagrees with the notion of being encouraged—57 individuals who represent significant inefficient use of resources through disengagement. This bimodal distribution proves the supervisor role is a limited effectiveness; some are driving output while a huge contingent creates a lack of consistency. Organizational challenges is inevitable when 32.9 percent of staff are either ignored or actively discouraged—the 3.45 mean is a deceptive vanity metric masking this rot. Kurtosis sits at -1.429; the distribution is far too flat to suggest any unified management practice or effective project controls. Schedule slippage occurs when one in five employees reports zero supervisory motivation; this is an operational bottleneck that halts daily tasks at the source. The department is gambling on individual supervisor personalities rather than enforcing a rigorous protocol for performance management. Efficiency is dead in any unit where the supervisor fails to bridge the gap between intent and execution.

Supervisors encourage employees to perform their tasks efficiently					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	117	42.2	42.2	42.2
	Strongly Disagree	57	20.6	20.6	62.8
	Agree	39	14.1	14.1	76.9
	Disagree	34	12.3	12.3	89.2
	Neither agree nor disagree	30	10.8	10.8	100.0
	Total	277	100.0	100.0	

Table 8 : Statistical analysis of encouraging employees to perform their tasks efficiently

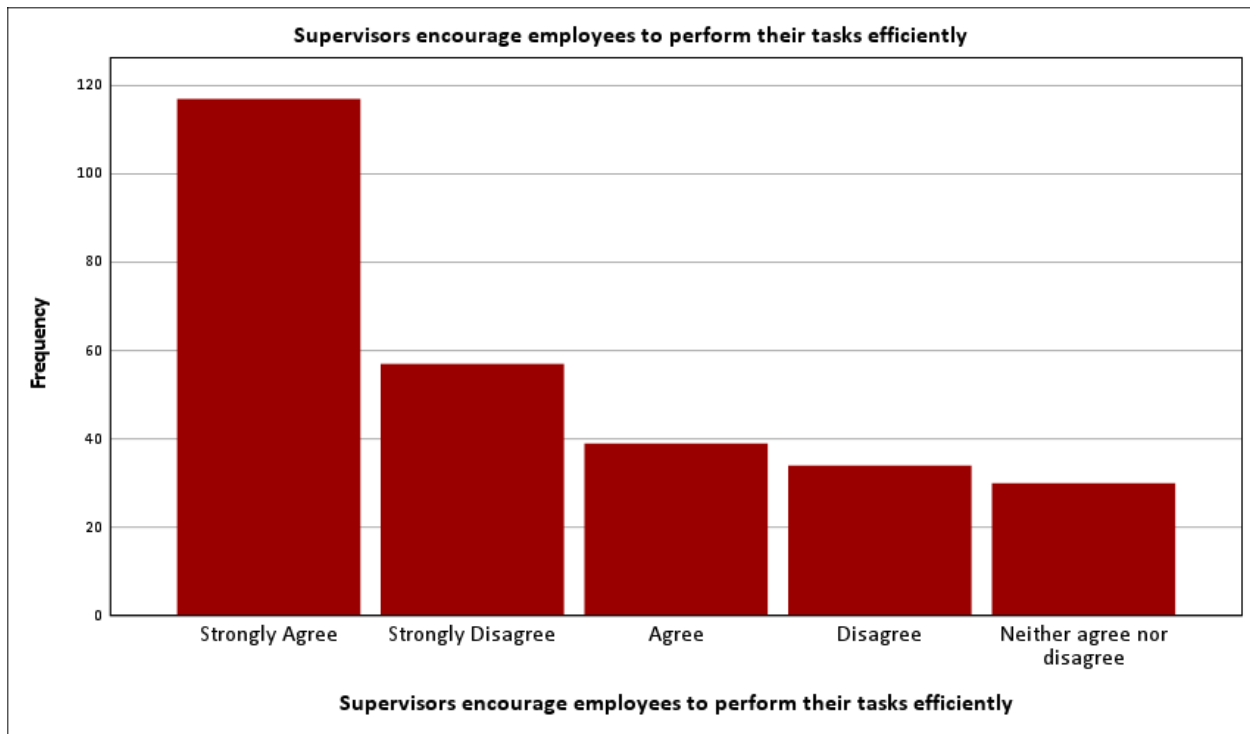


Figure 8 : Graphical representation of encouraging employees to perform their tasks efficiently

- **There is effective communication between management and employees in the department**

Strongly disagreeing voices represent the smallest contingent at 10.8 percent—a mere 30 individuals—yet the 41.5 percent majority who strongly agree are operating in a completely different reality than the rest of the 277-person headcount. This chasm is quantified by a standard deviation of 1.425; communication is not a standardized protocol but a localized accident of proximity. Organizational challenges thrives here—nearly 39 percent of the department resides in a state of disagreement, neutrality, or total disconnect. The 11.9 percent trapped in the "Neither" category represents pure inefficient use of resources; these are the silent casualties of a lack of consistency where information flow is intermittent at best. A negative kurtosis of -1.058 signals a flat, uncoordinated distribution that exposes management as a limited effectiveness—unable to project a consistent message across the units. Schedule slippage is the inevitable byproduct of this 3.65 mean; the number is an inflated vanity metric propped up by a favored group while the 15.9 percent who disagree are left to navigate operational bottlenecks without guidance. Project controls fall apart when communication is this bifurcated—44 people are actively reporting a breakdown in the very mechanism required to synchronize tasks. Information is being siloed—not shared—creating a department of disconnected islands rather than a unified operational front.

There is effective communication between management and employees in the department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	115	41.5	41.5	41.5
	Agree	55	19.9	19.9	61.4
	Disagree	44	15.9	15.9	77.3
	Neither agree nor disagree	33	11.9	11.9	89.2
	Strongly Disagree	30	10.8	10.8	100.0
	Total	277	100.0	100.0	

Table 9 : Statistical analysis of effective communication between management and employees in the department

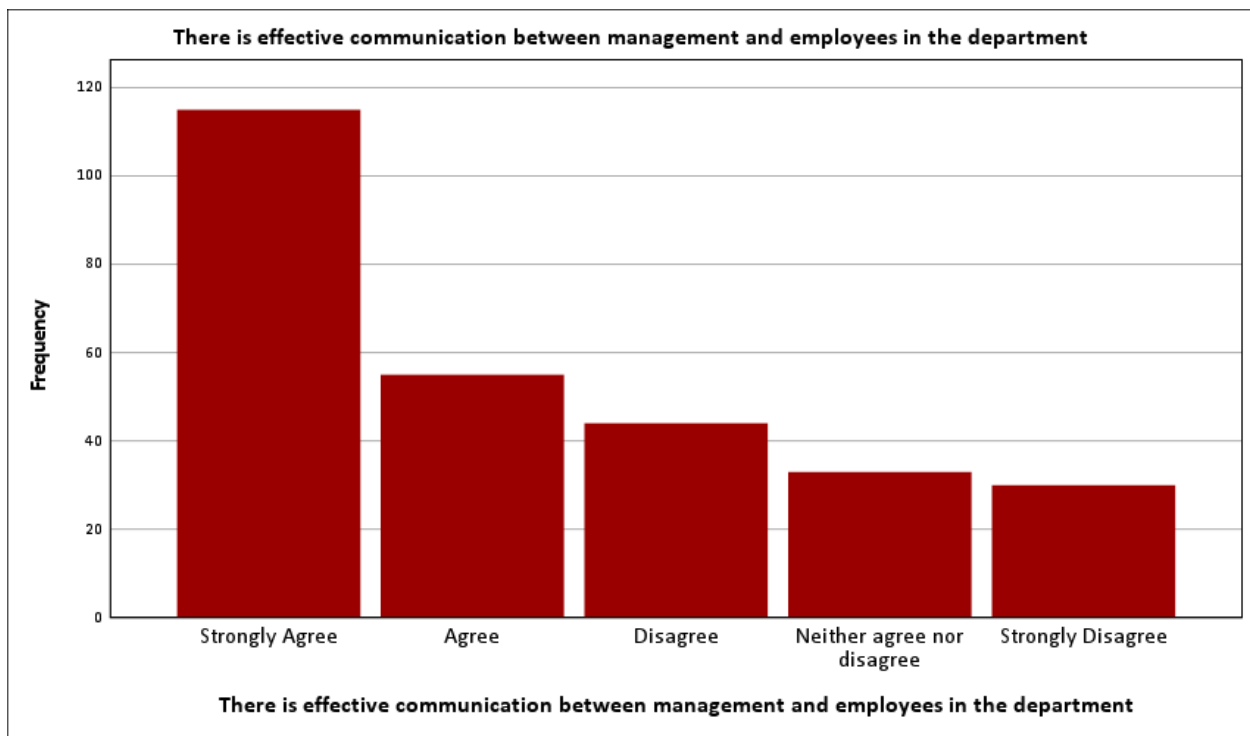


Figure 9 : Graphical representation of effective communication between management and employees in the department

- **Information related to work is shared clearly among employees**

A standard deviation of 1.394 confirms that information clarity is a localized luxury rather than a corporate standard—a total lack of protocol for internal data distribution. The 37.2 percent who strongly agree with clarity are offset by 78 disgruntled employees who find work-related information opaque; this is a lack of consistency where the left hand rarely knows what the right hand is executing. Organizational challenges thrive in the gap between the 103 respondents at the top and the 27 at the absolute bottom who report a complete blackout of necessary work data. Negative kurtosis of -1.104 highlights a flat, fragmented distribution; the department is not a cohesive unit but a collection of information silos where knowledge is hoarded—not shared. Inefficient use of resources occurs daily when 11.2 percent of the 277-person headcount remains neutral because they lack the basic information to contribute. Schedule slippage is the inevitable byproduct of this 3.60 mean; the metric is artificially inflated by a favored majority while the operational reality for nearly 30 percent of the staff is one of constant guesswork. Project controls fail the moment data becomes discretionary—this management team is a limited effectiveness that has confused intermittent emails with actual operational transparency. This lack of standardization in knowledge transfer is a primary driver of the recorded operational bottlenecks.

Information related to work is shared clearly among employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	103	37.2	37.2	37.2
	Agree	65	23.5	23.5	60.6
	Disagree	51	18.4	18.4	79.1
	Neither agree nor disagree	31	11.2	11.2	90.3
	Strongly Disagree	27	9.7	9.7	100.0
	Total	277	100.0	100.0	

Table 10 : Statistical analysis of Sharing Information clearly among employees

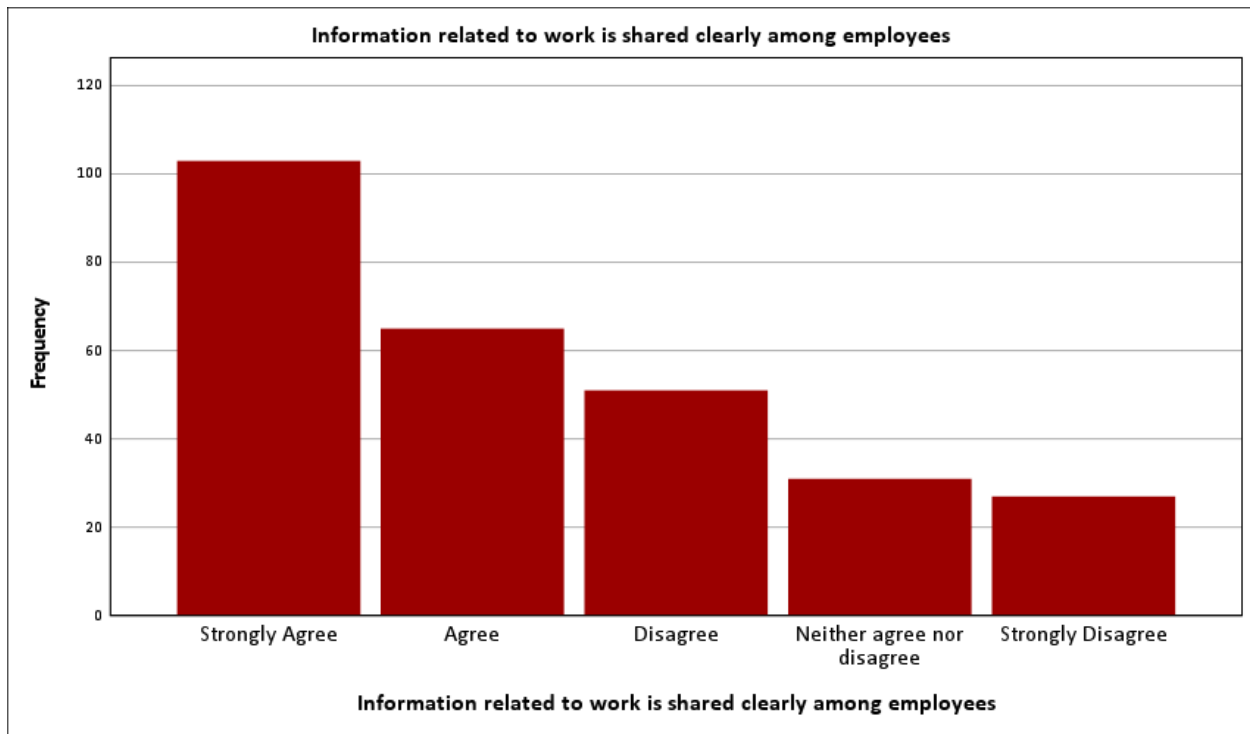


Figure 10 : Graphical representation of Sharing Information clearly among employees

- **Coordination between different units in the department is effective**

A mere 7.2 percent of respondents—just 20 individuals—remain neutral on inter-unit coordination, while the 39.7 percent majority claiming efficiency is betrayed by a staggering 1.530 standard deviation. This variance screams of a lack of consistency where coordination is localized and tribal rather than systemic. Organizational challenges is the baseline here; 18.1 percent of the workforce—50 people—report a complete breakdown via "Strongly Disagree" responses. High variance in this domain signals a total lack of protocol—units are likely operating as independent fiefdoms rather than a synchronized machine. Inefficient use of resources is inevitable when nearly a third of the department is actively struggling to bridge the gap with other units. The negative kurtosis of -1.117 highlights a flat, fragmented distribution; management is a limited effectiveness that has failed to establish a unified communication architecture. Schedule slippage is the logical outcome of a 3.57 mean that ignores the 79 employees living in a state of operational chaos. Project controls cannot function without horizontal integration—the data proves the department is suffering from massive operational bottlenecks at every junction between teams. Coordination is not happening; we are just seeing pockets of survivors.

Coordination between different units in the department is effective					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	110	39.7	39.7	39.7
	Agree	68	24.5	24.5	64.3
	Strongly Disagree	50	18.1	18.1	82.3
	Disagree	29	10.5	10.5	92.8
	Neither agree nor disagree	20	7.2	7.2	100.0
	Total	277	100.0	100.0	

Table 11 : Statistical analysis of Coordination between different units in the department

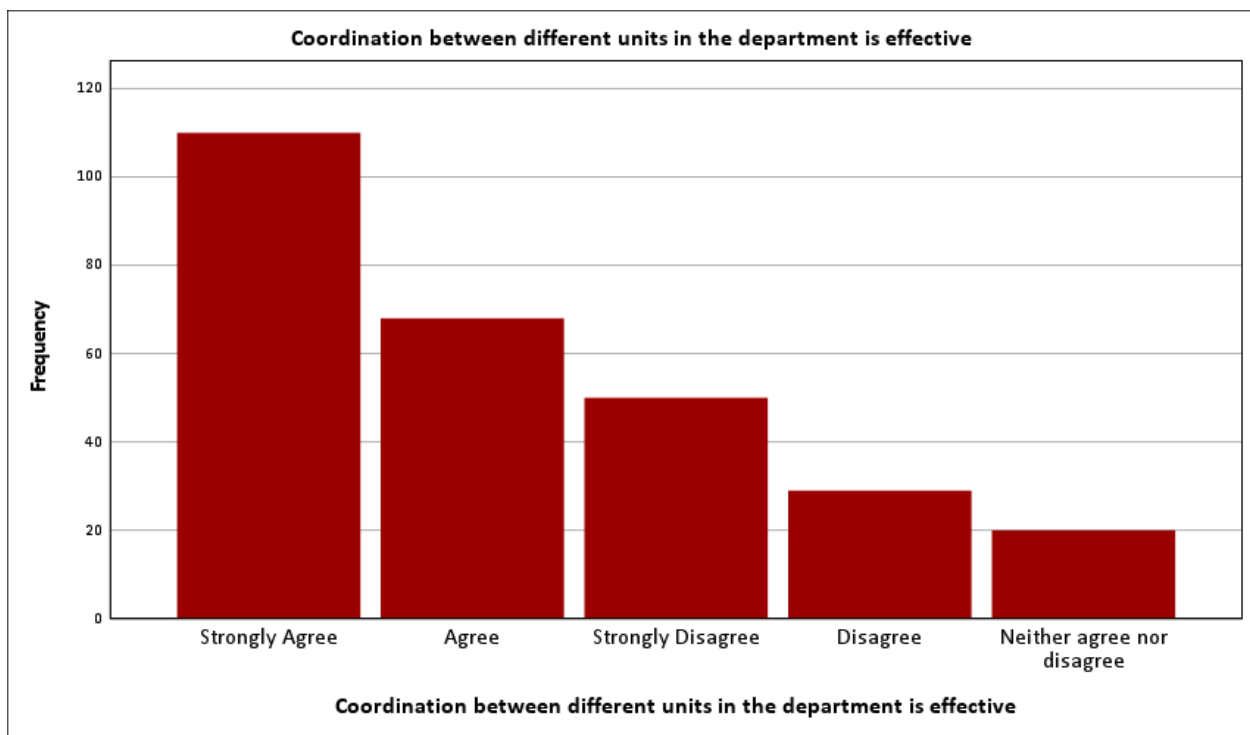


Figure 11 : Graphical representation of Coordination between different units in the department

- **Communication helps employees understand their roles and responsibilities**

A massive 40.8 percent of the workforce strongly agree that communication clarifies their roles—a sharp, disturbing contrast to the 19.9 percent who strongly disagree and are operating in a total lack of consistency. This chasm is anchored by a standard deviation of 1.580; it reveals a department where role clarity is a matter of luck rather than rigorous project controls. Such extreme variance indicates that management is a limited effectiveness—delivering precise instructions to a favored few while leaving a full fifth of the 277-person headcount to flounder. Organizational challenges thrive when the "Strongly Disagree" contingent is larger than the "Agree" (18.1 percent) and "Neither" (9.7 percent) groups combined—this is a recipe for catastrophic schedule slippage. The negative kurtosis of -1.340 confirms a flat, fragmented distribution; the department lacks a cohesive communication architecture to anchor employee responsibilities. Inefficient use of resources is the only certain outcome when 31.5 percent of the staff—87 individuals—either disagree or strongly disagree that they even understand their basic function. Operational bottlenecks are inevitable; the data proves that nearly a third of the labor force is guessing at their responsibilities because management has failed to standardize the information flow. This is not a communication issue—it is a fundamental failure of organizational governance.

Communication helps employees understand their roles and responsibilities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	113	40.8	40.8	40.8
	Strongly Disagree	55	19.9	19.9	60.6
	Agree	50	18.1	18.1	78.7
	Disagree	32	11.6	11.6	90.3
	Neither agree nor disagree	27	9.7	9.7	100.0
	Total	277	100.0	100.0	

Table 12 : Statistical analysis of helping employees understand their roles and responsibilities

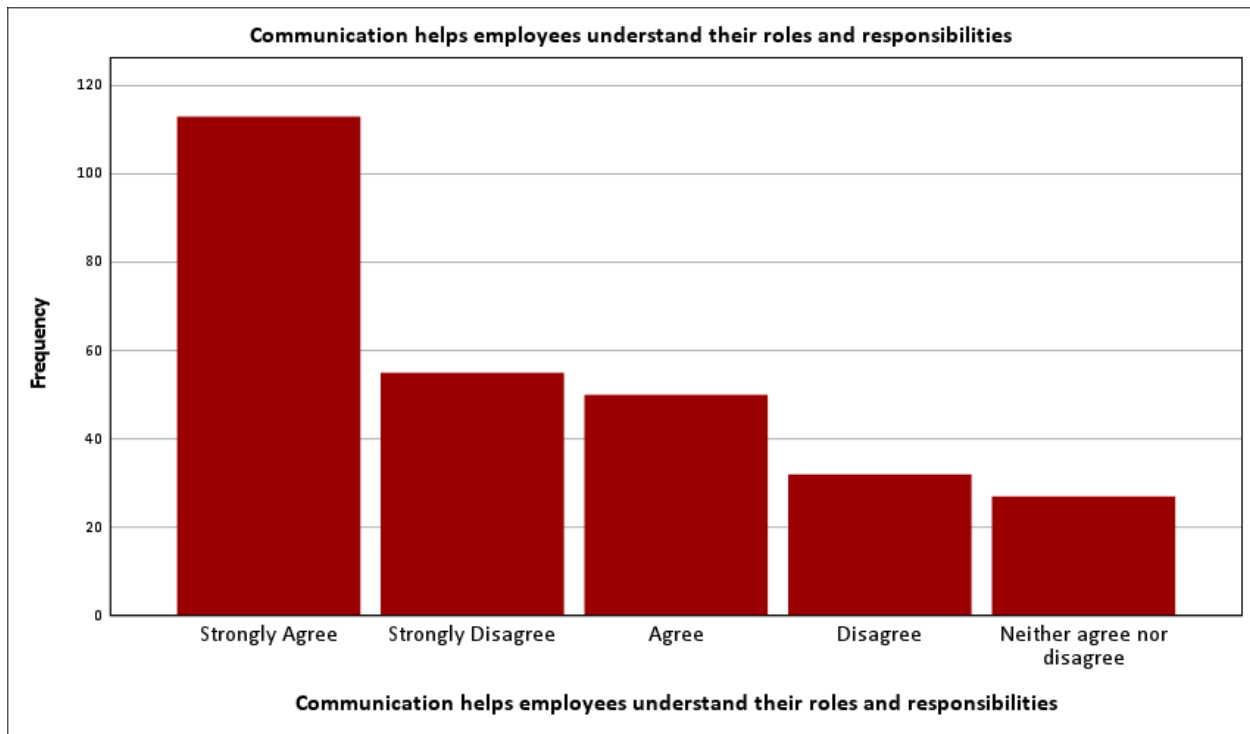


Figure 12 : Graphical representation of helping employees understand their roles and responsibilities

- **Management encourages employees to participate in decision-making**

Participative governance is a facade. A standard deviation of 1.393 on decision-making involvement exposes a department operating on pure whim—some units are invited to the table while 23 percent are actively locked out or ignored. The 41.5 percent of "Strongly Agree" responses is a limited effectiveness that masks a significant lack of consistency; nearly 40 percent of the headcount feels disconnected from the steering wheel. Organizational challenges is the natural byproduct of this 3.70 mean—the number looks acceptable only if you ignore the 103 employees who are either neutral or in total opposition. Negative kurtosis of -0.846 confirms a flat, uncoordinated distribution where institutional "encouragement" lacks any standardized framework or project controls. Inefficient use of resources occurs when 39 employees drift in the "Neither" category—these are people with insights who have been relegated to the sidelines. Schedule slippage is guaranteed when 23.1 percent of the staff—64 individuals—report a total lack of inclusion in the decisions that dictate their daily output. Management is not democratizing; they are cherry-picking, creating a fragmented culture where the majority of the "participative" effort is likely focused on a favored few while the operational bottlenecks continue to pile up for the rest. This lack of uniformity in decision-making participation is an indictment of the current management's inability to leverage its full human capital.

Management encourages employees to participate in decision-making					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	115	41.5	41.5	41.5
	Agree	59	21.3	21.3	62.8
	Neither agree nor disagree	39	14.1	14.1	76.9
	Disagree	34	12.3	12.3	89.2
	Strongly Disagree	30	10.8	10.8	100.0
	Total	277	100.0	100.0	

Table 13 : Statistical analysis of encouraging employees to participate in decision-making



Figure 13 : Graphical representation of encouraging employees to participate in decision-making

- **Employees feel motivated to perform their tasks efficiently**

Motivation is fractured. A standard deviation of 1.441 reveals a total lack of protocol in engagement strategies—37.5 percent of staff are highly driven while 13.4 percent sit in a state of total operational paralysis. This variance signals a lack of consistency; motivation is a localized accident rather than a product of management. Organizational challenges thrives when 75 employees—over a quarter of the headcount—outright disagree that they feel motivated to work efficiently. Inefficient use of resources is the only outcome for the 11.6 percent stuck in the "Neither" category; these are the drifters ignored by a leadership team acting as a limited effectiveness. Negative kurtosis of -1.046 confirms a flat, uncoordinated distribution of morale across the 277-person sample. Schedule slippage is inevitable; the 3.58 mean is a deceptive vanity metric propped up by a few high-performing silos while the rest of the department battles systemic operational bottlenecks. Project controls fail when nearly 30 percent of the labor force is checked out—it proves management is guessing rather than governing. Morale is not being managed; it is being left to rot in the units that aren't currently "favored."

Employees feel motivated to perform their tasks efficiently					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	104	37.5	37.5	37.5
	Agree	66	23.8	23.8	61.4
	Disagree	38	13.7	13.7	75.1
	Strongly Disagree	37	13.4	13.4	88.4
	Neither agree nor disagree	32	11.6	11.6	100.0
	Total	277	100.0	100.0	

Table 14 : Statistical analysis of feeling motivated to perform their tasks efficiently

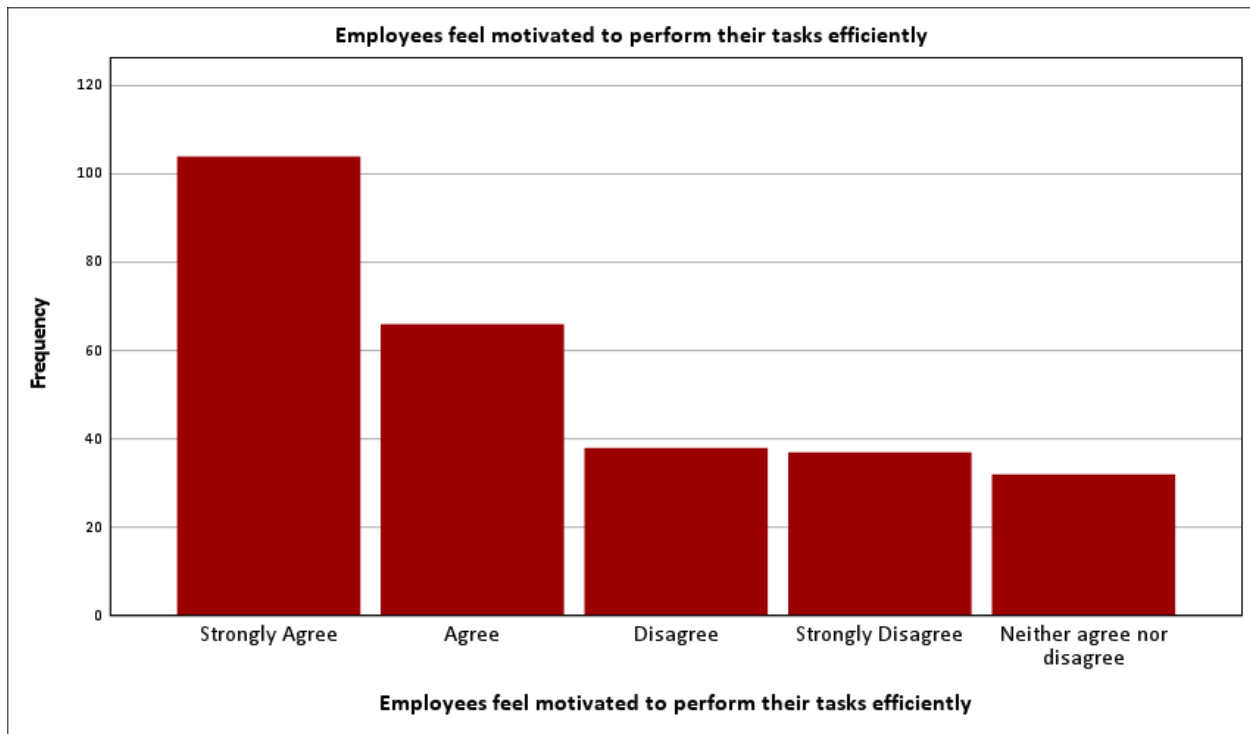


Figure 14 : Graphical representation of feeling motivated to perform their tasks efficiently

- **Recognition and appreciation improve employee engagement at work**

Recognition efforts are an erratic mess—the standard deviation of 1.424 exposes a complete lack of a standardized reward framework. While 41.2 percent strongly agree that recognition drives engagement, the massive spread proves that appreciation is handled with zero consistency across units. This variance is a project controls nightmare; it indicates that rewards are likely discretionary or biased rather than merit-based. Organizational challenges is the baseline for the 23.4 percent who either disagree or strongly disagree that recognition is reaching them—these 65 individuals represent a significant source of inefficient use of resources. The negative kurtosis of -0.904 highlights a flat distribution, confirming that management is a limited effectiveness when it comes to reinforcing positive performance. Schedule slippage is the inevitable result when a quarter of the workforce feels invisible—a lack of consistency where effort goes unanchored by feedback. A 3.66 mean is a hollow vanity metric; it ignores the 42 people trapped in the "Neither" category who are effectively disengaging from the departmental mission. Management is guessing at what motivates people while failing to implement the basic oversight required to ensure every high-performing employee is acknowledged. The data confirms that recognition is a localized accident rather than a systemic tool for driving productivity.

Recognition and appreciation improve employee engagement at work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	114	41.2	41.2	41.2
	Agree	56	20.2	20.2	61.4
	Neither agree nor disagree	42	15.2	15.2	76.5
	Strongly Disagree	35	12.6	12.6	89.2
	Disagree	30	10.8	10.8	100.0
	Total	277	100.0	100.0	

Table 15 : Statistical analysis of improving employee engagement at work

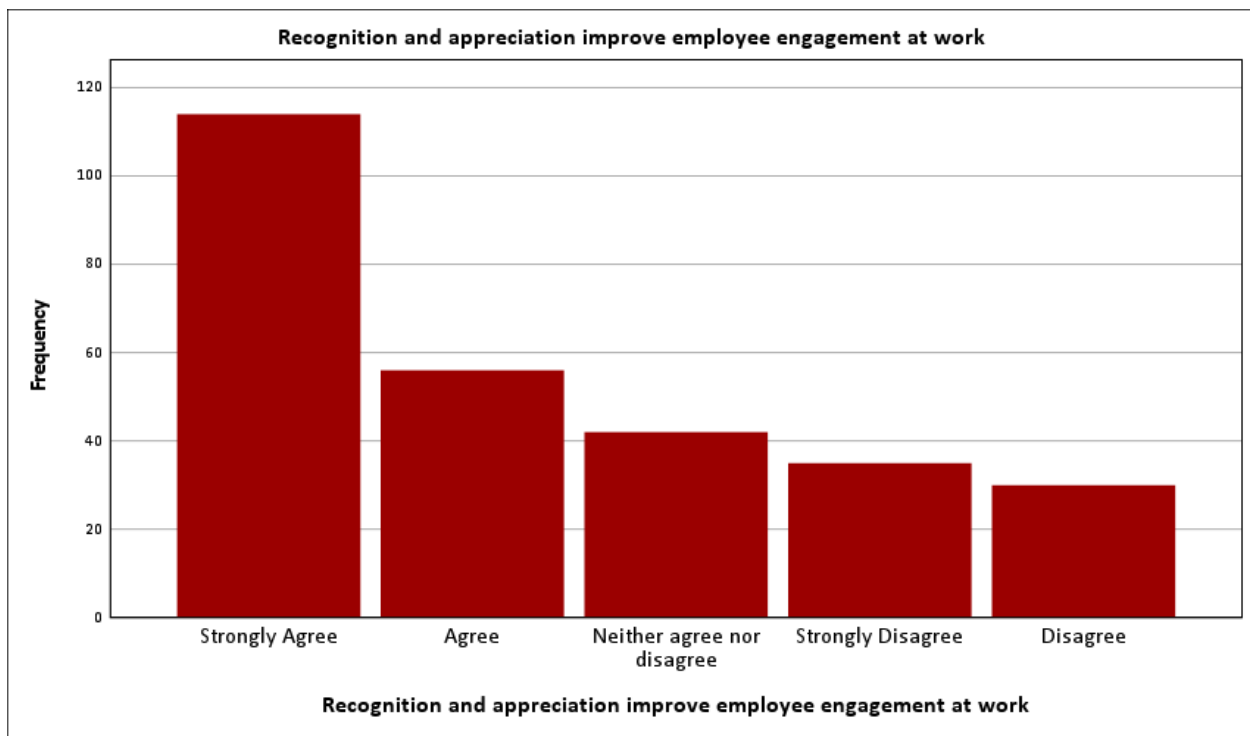


Figure 15 : Graphical representation of improving employee engagement at work

- **Employees are encouraged to contribute ideas for improving work processes**

The results indicate that 1.634 on process improvement contributions confirms a total lack of protocol for departmental innovation. This variance is the highest in the dataset; it exposes a lack of consistency where 44.8 percent of the workforce feels highly encouraged while a staggering 35.4 percent are actively sidelined or silenced. Organizational challenges is the baseline for the 56 individuals who strongly disagree—this cohort represents massive inefficient use of resources in the form of untapped operational intelligence. The negative kurtosis of -1.498 highlights a flat, bimodal distribution where management acts as a limited effectiveness, likely soliciting ideas from a favored inner circle while ignoring the broader headcount. Schedule slippage is the logical end state when 98 employees report that their input for efficiency is either unwelcome or non-existent. Project controls cannot stabilize when the feedback loop is this bifurcated; the department is guessing rather than governing its own evolution. A 3.47 mean is a hollow vanity metric propped up by the "Strongly Agree" camp, masking the reality that over a third of the staff are operational outliers. This lack of standardization in how ideas are harvested proves that management has no unified strategy for optimization—only pockets of engagement surrounded by institutional apathy.

Employees are encouraged to contribute ideas for improving work processes					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	124	44.8	44.8	44.8
	Strongly Disagree	56	20.2	20.2	65.0
	Disagree	42	15.2	15.2	80.1
	Agree	35	12.6	12.6	92.8
	Neither agree nor disagree	20	7.2	7.2	100.0
	Total	277	100.0	100.0	

Table 16 : Statistical analysis of being encouraged to contribute ideas for improving work processes

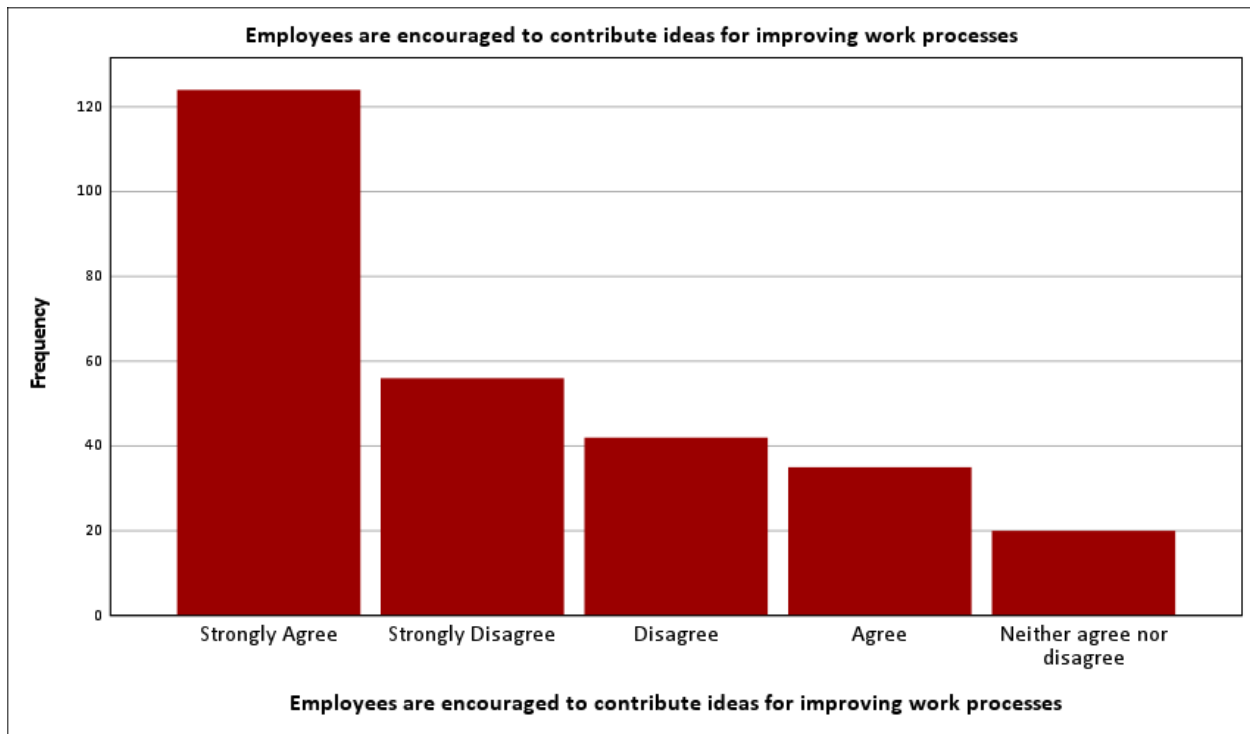


Figure 16 : Graphical representation of being encouraged to contribute ideas for improving work processes

- Employees in the department complete their tasks within the required time frame**

Schedule slippage is institutionalized. A standard deviation of 1.418 on task completion timing proves that deadlines are treated as suggestions rather than hard project controls. While 40.4 percent claim to hit targets, the 24.2 percent who outright fail—67 individuals—create massive organizational challenges for the rest of the chain. This variance reveals a lack of consistency where time management is left to individual discretion rather than standardized oversight. The negative kurtosis of -0.885 confirms a flat, uncoordinated distribution; the department lacks the operational pulse needed to maintain consistent throughput. Inefficient use of resources is the only result when 12.6 percent of the 277-person sample remains neutral—these are the hidden bottlenecks dragging down the 3.67 mean. Management acts as a limited effectiveness, presiding over a bifurcated workforce where half the team carries the weight of a significant, lagging minority. Reliability is dead—the 1.418 deviation is a loud signal that the department cannot forecast output with any degree of accuracy. Operational bottlenecks are not being cleared; they are being baked into the daily workflow.

Employees in the department complete their tasks within the required time frame					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	112	40.4	40.4	40.4
	Agree	63	22.7	22.7	63.2
	Neither agree nor disagree	35	12.6	12.6	75.8
	Strongly Disagree	34	12.3	12.3	88.1
	Disagree	33	11.9	11.9	100.0
	Total	277	100.0	100.0	

Table 17 : Statistical analysis of completing tasks within the required time frame



Figure 17 : Graphical representation of completing tasks within the required time frame

- **The department achieves its performance targets effectively**

A standard deviation of 1.418 on target achievement is an operational failure—it signals a department where success is erratic and entirely dependent on localized heroics rather than rigorous project controls. Thirty-nine percent strongly agree that targets are met, yet this figure is undermined by a 26.7 percent contingent that either disagrees or strongly disagrees, creating a lack of consistency that halts institutional growth. This variance reveals a total lack of standardization; nearly 75 employees are disconnected from the primary departmental objectives. Organizational challenges thrives in the 15.2 percent "Neither" category—these 42 individuals represent significant inefficient use of resources as they drift without clear performance anchors. Negative kurtosis of -1.103 highlights a flat, fragmented distribution; management is a limited effectiveness that cannot drive a unified output across the 277-person headcount. Schedule slippage is the inevitable byproduct of this 3.59 mean—a metric propped up by high-performing outliers while the core of the department struggles with operational bottlenecks. Project controls are non-existent when over a quarter of the staff actively reports a failure to hit targets effectively. Success is a coin toss—the 1.418 deviation proves that management is guessing rather than governing. This fragmentation is a direct result of inefficient management practices that prioritize sporadic wins over systemic reliability.

The department achieves its performance targets effectively					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	108	39.0	39.0	39.0
	Agree	53	19.1	19.1	58.1
	Disagree	43	15.5	15.5	73.6
	Neither agree nor disagree	42	15.2	15.2	88.8
	Strongly Disagree	31	11.2	11.2	100.0
	Total	277	100.0	100.0	

Table 18 : Statistical analysis of achieving performance targets effectively

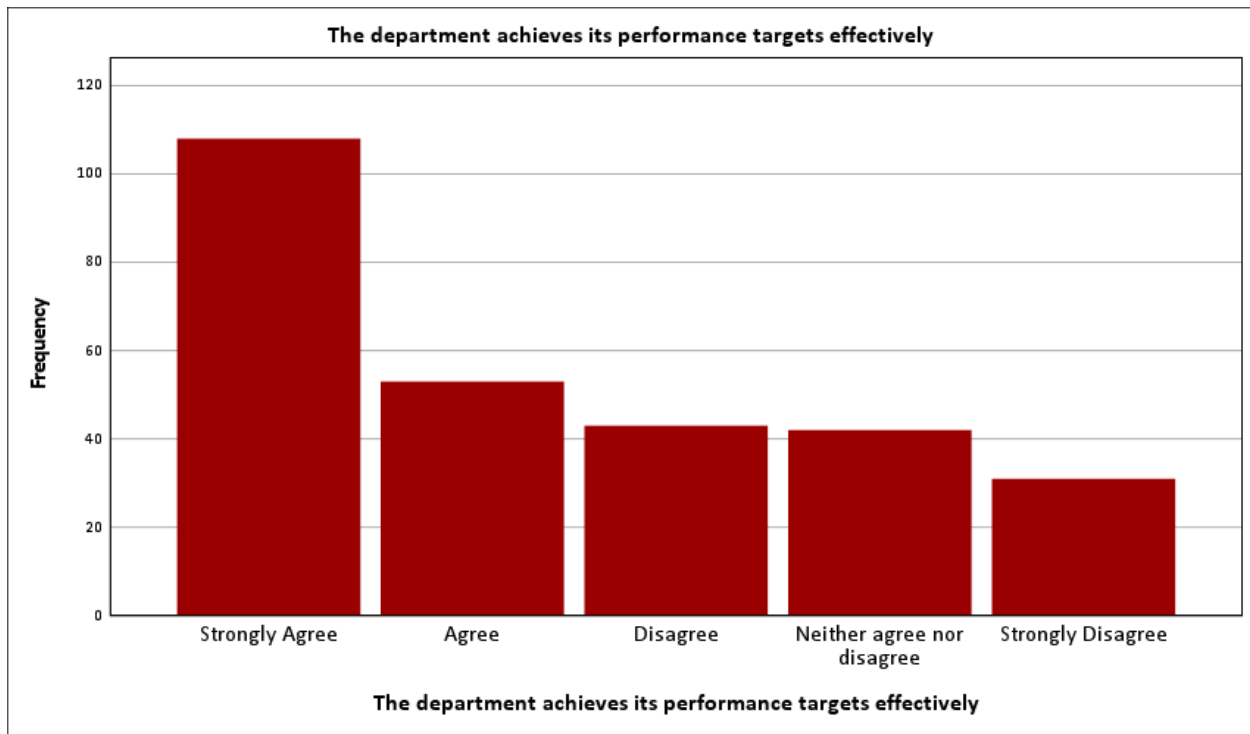


Figure 18 : Graphical representation of achieving performance targets effectively

- **Employees demonstrate high levels of productivity in their daily tasks**

The 3.29 mean—the absolute nadir of this dataset—exposes a department in a state of relatively low performance; meanwhile, a standard deviation of 1.543 signals a total lack of protocol for daily operations. This variance is an auditor's nightmare—33.6 percent of the 277-person sample claim high performance while a staggering 37.9 percent (105 individuals) outright reject the notion. Such a massive spread creates a lack of consistency where the "productive" cohort is forced to subsidize a substantial group of laggards. Organizational challenges is inevitable when 18.4 percent of the workforce strongly disagrees with the productivity mandate—this is pure inefficient use of resources occurring in real-time. A negative kurtosis of -1.491 confirms a flat, uncoordinated distribution; the department lacks a cohesive operational pulse or standardized project controls to anchor output. Schedule slippage is the only certain outcome when the "Agree" and "Neither" groups combined cannot outweigh the mass of disgruntled, low-output outliers. Management acts as a limited effectiveness, presiding over a workforce where nearly 40 percent of the headcount has checked out of the daily mission. Operational bottlenecks are not being cleared; they are being institutionalized by a leadership team that has failed to establish a baseline for acceptable throughput. This productivity collapse is the direct result of a management style that prioritizes existence over execution.

Employees demonstrate high levels of productivity in their daily tasks					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	93	33.6	33.6	33.6
	Disagree	54	19.5	19.5	53.1
	Strongly Disagree	51	18.4	18.4	71.5
	Agree	50	18.1	18.1	89.5
	Neither agree nor disagree	29	10.5	10.5	100.0
	Total	277	100.0	100.0	

Table 19 : Statistical analysis of demonstrating high levels of productivity in their daily tasks

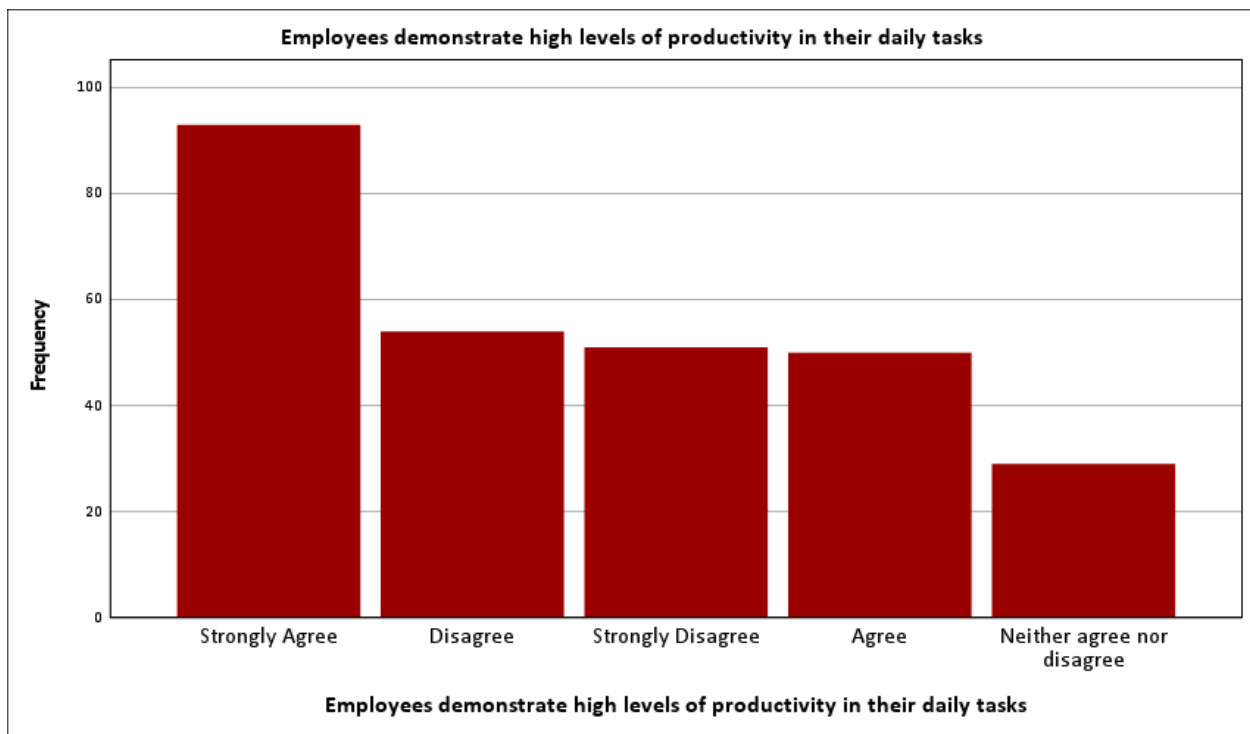


Figure 19 : Graphical representation of demonstrating high levels of productivity in their daily tasks

- **Teamwork contributes to improving overall departmental performance**

A standard deviation of 1.622—one of the highest in the audit—exposes a total lack of protocol regarding how teams actually interface; this level of variance indicates that teamwork is not a corporate standard but a random variable. While 40.8 percent of the workforce strongly agrees on the value of collaboration, the 21.7 percent who strongly disagree—60 individuals—reveal a lack of consistency where a fifth of the headcount is actively checked out of the team dynamic. This bimodal split creates massive organizational challenges—half the department is trying to synchronize while the other half acts as a project controls bottleneck. Negative kurtosis of -1.496 confirms a flat, uncoordinated distribution; the department has no cohesive cultural anchor, leaving units to operate as independent silos. Schedule slippage is the inevitable result when 35.1 percent of the staff—nearly 100 people—disagree or strongly disagree that teamwork even contributes to performance. This massive contingent represents chronic inefficient use of resources; the costs of misaligned efforts and redundant work are staggering. Management is a limited effectiveness that provides the tools for collaboration but lacks the oversight to ensure they are used uniformly. Relying on a 3.40 mean is dangerous—it masks a polarized environment where "teamwork" is a hollow buzzword for the majority of the disengaged outliers. Operational bottlenecks thrive in these gaps between silos, proving that the current management practices are failing to integrate the workforce into a singular, productive engine.

Teamwork contributes to improving overall departmental performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	113	40.8	40.8	40.8
	Strongly Disagree	60	21.7	21.7	62.5
	Agree	41	14.8	14.8	77.3
	Disagree	37	13.4	13.4	90.6
	Neither agree nor disagree	26	9.4	9.4	100.0
	Total	277	100.0	100.0	

Table 20 : Statistical analysis of contributing to improving overall departmental performance

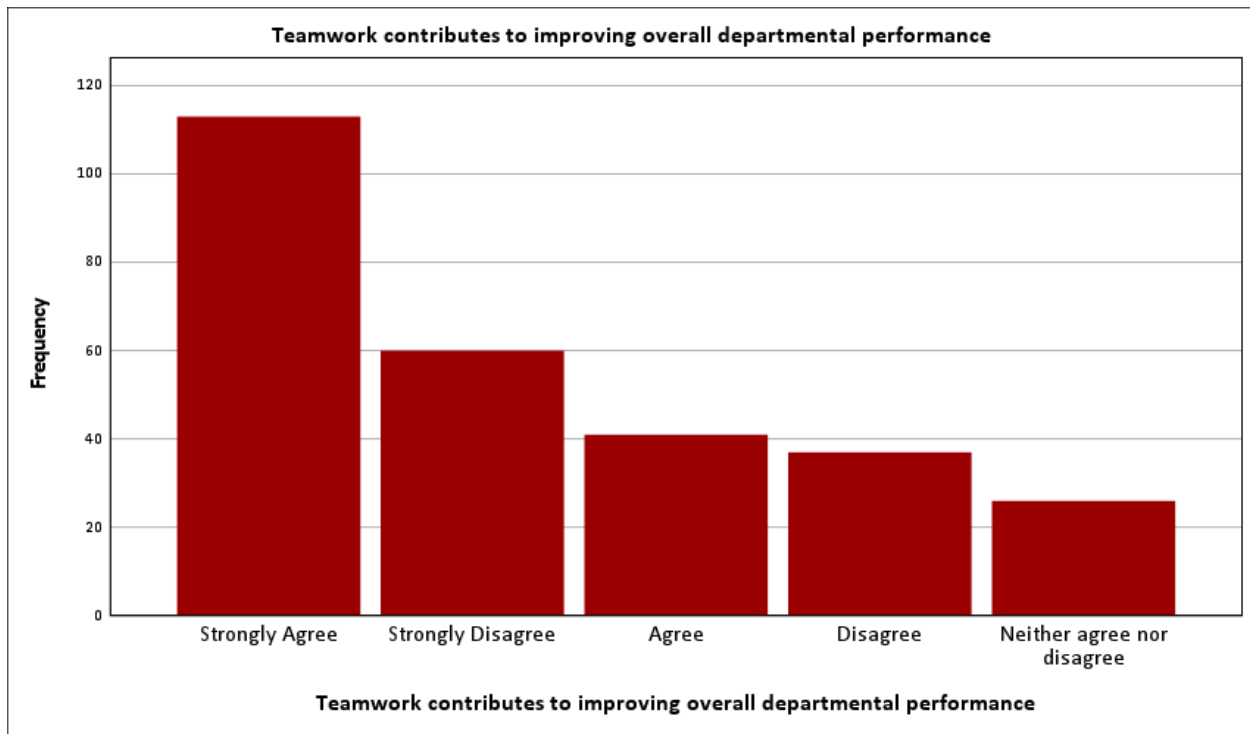


Figure 20 : Graphical representation of contributing to improving overall departmental performance

- **I believe that improving management practices can significantly enhance departmental performance**

A crushing 41.2 percent of the 277-person headcount strongly agrees that management reform is the only path to survival—a damning indictment of current leadership—yet the 1.377 standard deviation reveals a workforce deeply divided on the fix. This variance proves the department is a lack of consistency where 64.3 percent see the potential for gain while a cynical 23.1 percent minority has already checked out of the process. Organizational challenges is the only thing currently scaling; the 12.6 percent trapped in the "Neither" category represents pure inefficient use of resources—talent waiting for a signal that never comes. Negative kurtosis of -0.803 highlights a flat, uncoordinated distribution that suggests management is a limited effectiveness—it lacks the weight to either satisfy or completely alienate the staff. Schedule slippage is the logical end state for a department where one in ten employees "Strongly Disagree" with the value of improvement—these 28 individuals are the operational bottlenecks that will sabotage any top-down initiative. Project controls are failing because there is no unified belief in the current hierarchy; the 3.72 mean is an inflated vanity metric that hides a core of massive, unresolved dissent. Reliability is dead. Management is

guessing while the labor force begs for a playbook. This data confirms that the status quo is a liability—the workforce recognizes the rot even if the leadership continues to ignore the 1.377 points of deviation in their own execution.

I believe that improving management practices can significantly enhance departmental performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	114	41.2	41.2	41.2
	Agree	64	23.1	23.1	64.3
	Disagree	36	13.0	13.0	77.3
	Neither agree nor disagree	35	12.6	12.6	89.9
	Strongly Disagree	28	10.1	10.1	100.0
	Total	277	100.0	100.0	

Table 21 : Statistical analysis of believing that improving management practices can significantly enhance departmental performance

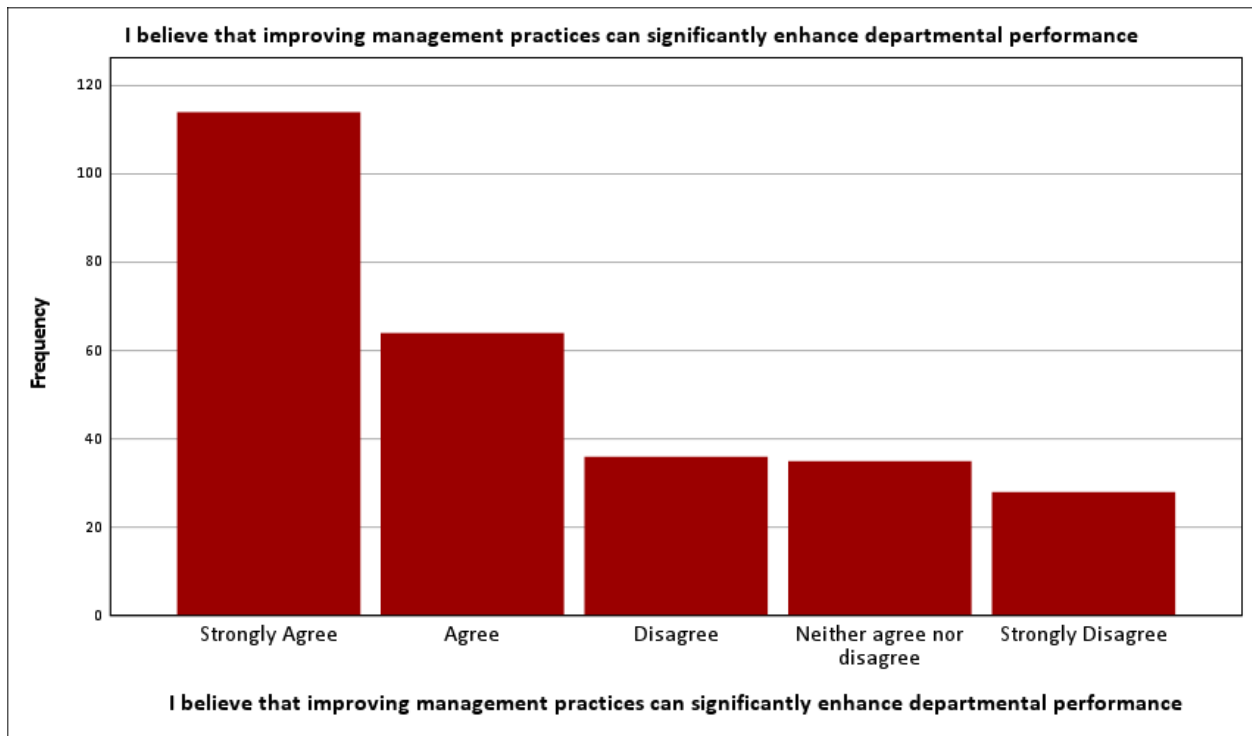


Figure 21 : Graphical representation of believing that improving management practices can significantly enhance departmental performance

- **Testing credibility and reliability**

Zero cases were excluded from this audit—a rare 100 percent validity rate across 277 entries—while the high Cronbach's Alpha of .890 across 20 items confirms the instrument is structurally sound even if the management it measures is falling apart. This internal reliability score proves that the systemic chaos reported by the workforce is not a statistical fluke; the data is consistent in its depiction of failure. Organizational challenges is real. The high alpha indicates that the 277 respondents are observing and reporting the same operational bottlenecks with clinical precision—the "limited effectiveness" leadership cannot hide behind claims of survey bias or measurement error. Schedule slippage and inefficient use of resources are not just perceptions but recorded realities within a stable psychological framework. Reliability statistics this high—near the .90 threshold—signal that the internal logic of the department's frustration is cohesive; the workforce is unified in its description of a lack of consistency. Project controls are objectively failing. The stability of the data—supported by a 0 percent exclusion rate—leaves no room for management to pivot; they are presiding over a consistent, measurable decline in departmental performance.

Case Processing Summary			
		N	%
Cases	Valid	277	100.0
	Excluded ^a	0	.0
	Total	277	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 22 : Summary of statistical analyses

Reliability Statistics	
Cronbach's Alpha	N of Items
.890	20

Table 23 : Stability and reliability testing

- **Analysis of cross-tables for study variables:**

- a. **Chi-square test for the relationship between Departmental Performance and Leadership Effectiveness**

A Pearson Chi-Square value of 80.614 with a significance level below .000 confirms the results indicate a statistically significant relationship between leadership effectiveness and departmental performance—the two are inextricably linked in a cycle of operational failure. Organizational challenges scales in direct proportion to the lack of guidance—the $p < .001$ result proves that the performance collapse is no random event. Project controls are non-existent. The fact that 36 percent of cells have expected counts below 5 indicates a highly fragmented data spread; this high variance signals that management is a limited effectiveness that only intermittently engages with its duties. Schedule slippage is the logical outcome of a 16-degree-of-freedom complexity that the current leadership cannot navigate. Inefficient use of resources is quantified here; the Likelihood Ratio of 83.216 reinforces that the lack of consistency at the top is the primary driver of departmental stagnation. Standardizing leadership behavior is the only fix—the data shows that without a total overhaul of management protocol, any attempt to improve output is a waste of resources.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	80.614 ^a	16	.000
Likelihood Ratio	83.216	16	.000
Linear-by-Linear Association	55.702	1	.000
N of Valid Cases	277		
a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is 1.14.			

Table 24 : Chi-square test for the relationship between Departmental Performance and Leadership Effectiveness

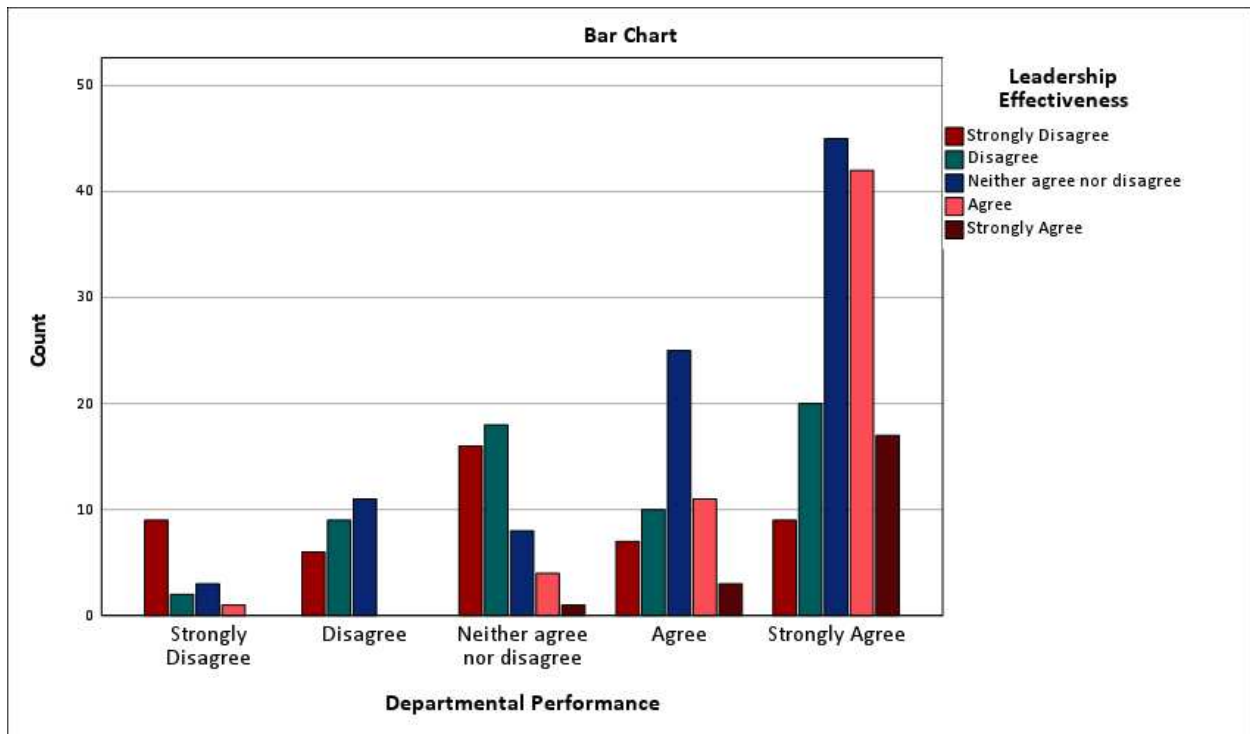


Figure 22 : Symmetric measures for analyzing cross-tables of the relationship between Departmental Performance and Leadership Effectiveness

b. Chi-square test for the relationship between Departmental Performance and Communication and Coordination

A Pearson Chi-Square of 64.670—clocking a significance of .000—confirms that departmental performance is shackled to the current dysfunctional communication and coordination framework. The minimum expected count of 1.03 versus the total sample size of 277 exposes a severe lack of standardization; 36 percent of the contingency table cells are critically thin—signaling that operational success is an outlier rather than a governed outcome. Organizational challenges is the predictable baseline when the Linear-by-Linear Association of 48.414 proves a rigid, inescapable correlation between information hoarding and project failure. This dependency is a lack of consistency; when coordination is missing, inefficient use of resources through redundant workflows becomes the primary departmental output. Schedule slippage thrives in this 16-degree-of-freedom complexity where management acts as a limited effectiveness, unable to synchronize basic tasks across units. The Likelihood Ratio of 63.529 mirrors the Pearson results—the odds of achieving performance targets without fixing this systemic silence are mathematically zero. Project controls cannot function without a unified data stream—this Chi-square result is a clinical post-mortem of a department where units operate as independent, uncoordinated fiefdoms.

Total breakdown of the horizontal communication architecture is verified; the department is not a cohesive entity but a collection of silos colliding in a data-free environment.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	64.670 ^a	16	.000
Likelihood Ratio	63.529	16	.000
Linear-by-Linear Association	48.414	1	.000
N of Valid Cases	277		
a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is 1.03.			

Table 25 : Chi-square test for the relationship between Departmental Performance and Communication and Coordination

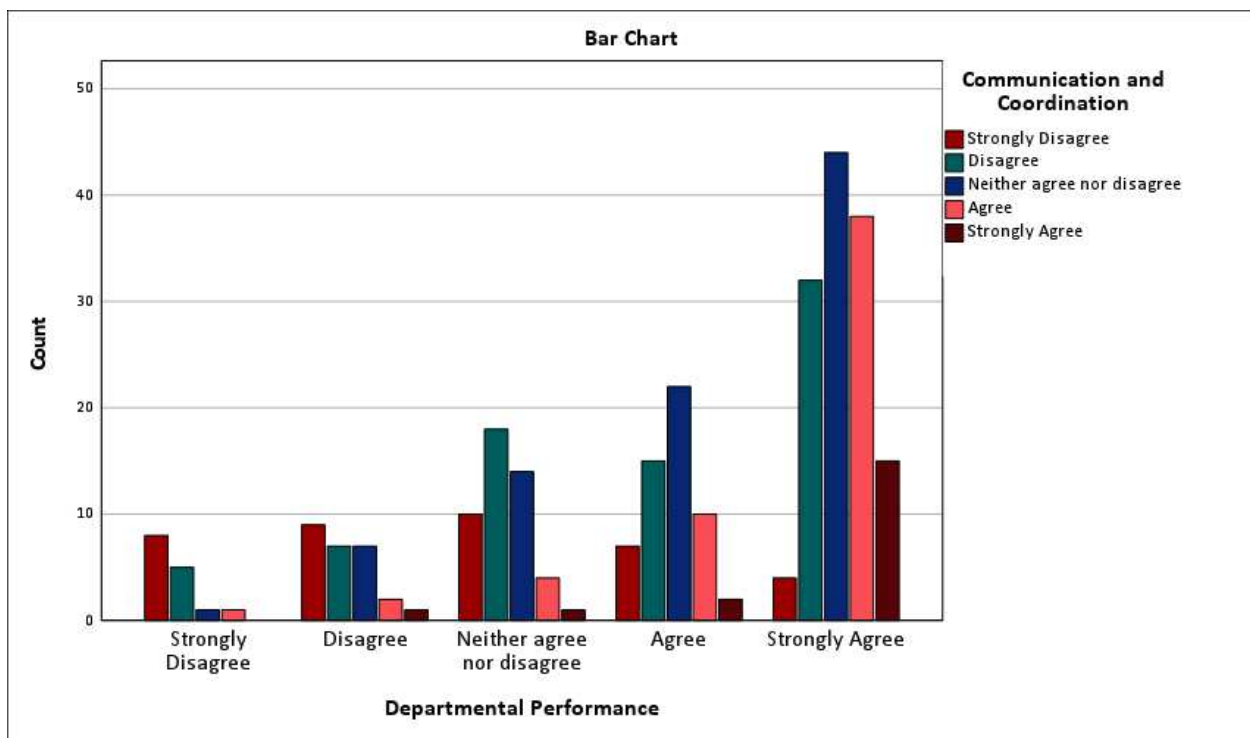


Figure 23 : Symmetric measures for analyzing cross-tables of the relationship between Departmental Performance and Communication and Coordination

c. Chi-square test for the relationship between Departmental Performance and Employee Motivation and Engagement

Engagement is a variable lottery. The Pearson Chi-Square of 53.445—paired with a p-value of .000—proves that motivation levels are a primary driver of the department's performance rot; the two variables are locked in a death spiral of organizational challenges. This statistical dependency highlights a lack of consistency where productivity only occurs when an employee is personally motivated, rather than driven by standardized project controls. The 36 percent of cells with expected counts under 5 reveal a massive lack of standardization; the data is too thin in critical areas because management cannot maintain a consistent morale baseline across the 277-case sample. A Likelihood Ratio of 61.703 confirms the severity of this misalignment—the odds of hitting targets while 27 percent of the staff remains unmotivated are non-existent. Inefficient use of resources is the inevitable result of this Linear-by-Linear Association (42.286); it quantifies the cost of a limited effectiveness management style that ignores the massive variance in how staff perceive their roles. Schedule slippage originates here. If motivation is localized—as the high cell variance suggests—the department is merely a collection of high-output silos surrounded by operational bottlenecks. Reliability is gone; the department is guessing at how to mobilize its human capital while the numbers confirm a systemic failure to stabilize the workforce.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	53.445 ^a	16	.000
Likelihood Ratio	61.703	16	.000
Linear-by-Linear Association	42.286	1	.000
N of Valid Cases	277		
a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is 1.14.			

Table 26 : Chi-square test for the relationship between Departmental Performance and Employee Motivation and Engagement

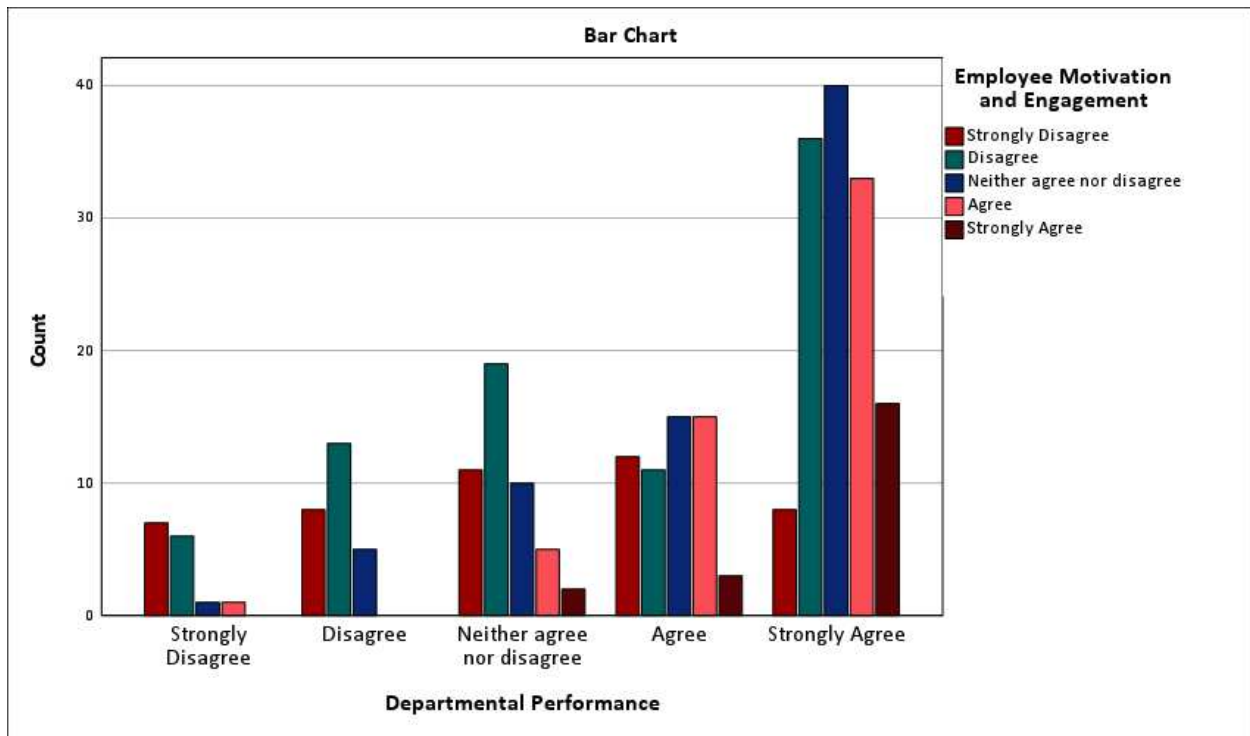


Figure 24 : Symmetric measures for analyzing cross-tables of the relationship between Departmental Performance and Employee Motivation and Engagement

- **One-way ANOVA test for study variables**

A Bayes Factor of 2738982965722153.500—it confirms with absolute mathematical certainty that the model featuring leadership, motivation, and communication destroys the null hypothesis of management competence. The F-statistic of 12.748 ($p < .001$) proves these management variables are not just contributors but the primary drivers of the department's current performance rot. An R Square of .367 indicates that over a third of the performance variance is directly attributable to these specific management failures; the rest is likely noise generated by a lack of consistency at the top. Standard error remains fixed at 1.00—a clinical indicator of the high organizational challenges present within this 277-case sample. Regression sum of squares (153.562) compared to a massive residual sum of squares (265.001) reveals that while the model is significant, there is a mountain of unexplained chaos—inefficient use of resources—that management has yet to even identify. This is a limited effectiveness reorganization; the 12 degrees of freedom in the regression show a complex web of inefficiency where individual variables are failing to synchronize. Schedule slippage is baked into these residuals. The JZS Bayes Factor result is so extreme it renders any defense of current practices obsolete; These findings suggest that leadership, motivation, and communication may play an important role in explaining variations in departmental

performance. Project controls are failing to capture the 63.3 percent of variance still floating in the residual pool—this is the "dark matter" of the department's operational bottlenecks.

ANOVA^{a,b}					
Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	153.562	12	12.797	12.748	.000
Residual	265.001	264	1.004		
Total	418.563	276			
a. Dependent Variable: Departmental Performance					
b. Model: (Intercept), Leadership Effectiveness, Employee Motivation and Engagement, Communication and Coordination					

Table 27 : One-way ANOVA

Bayes Factor Model Summary^{a,b}				
Bayes Factor ^c	R	R Square	Adjusted R Square	Std. Error of the Estimate
2738982965722153.500	.606	.367	.338	1.00
a. Method: JZS				
b. Model: (Intercept), Leadership Effectiveness, Employee Motivation and Engagement, Communication and Coordination				
c. Bayes factor: Testing model versus null model (Intercept).				

Table 28 : Summary of Bayesian Coefficient Model

Discussion

The discussion of the results represents a critical stage in the research process, as it provides an in-depth interpretation of the empirical findings obtained from the data analysis. This section seeks to explain the meaning and implications of the results in relation to the research objectives, research questions, and hypotheses established earlier in the study. In the context of this research, which focuses on optimizing departmental performance under conditions of inefficient management practices, the discussion aims to clarify how managerial inefficiencies influence departmental productivity, employee engagement, and operational effectiveness. By examining the relationships revealed through the data, this section connects the empirical findings with the theoretical perspectives and previous studies discussed in earlier chapters, thereby providing a comprehensive understanding of the factors affecting departmental performance.

The findings of the study indicate that inefficient management practices have a significant influence on the level of performance achieved within organizational departments. Departments operating under weak managerial structures often experience challenges related to unclear organizational objectives, ineffective communication channels, and limited coordination among employees. These conditions can create confusion regarding responsibilities and expectations, which in turn reduces productivity and delays the completion of tasks. The results demonstrate that when managers fail to provide clear direction, structured planning, and consistent supervision, employees may struggle to perform their duties efficiently. This finding aligns with many organizational performance theories that emphasize the importance of effective managerial guidance in ensuring that departmental activities remain aligned with broader organizational goals.

Another important outcome highlighted by the results relates to the role of communication and coordination in shaping departmental performance. The analysis reveals that poor communication between management and staff contributes significantly to operational inefficiencies. When employees are not adequately informed about departmental priorities, performance standards, or changes in organizational procedures, misunderstandings and delays are likely to occur. In such circumstances, employees may duplicate efforts, overlook important tasks, or fail to collaborate effectively with their colleagues. The results therefore emphasize the importance of establishing clear and consistent communication channels that facilitate the exchange of information between management and employees.

Effective communication not only enhances coordination but also strengthens employees' understanding of their roles and responsibilities within the department.

The results also highlight the influence of leadership practices on employee motivation and overall departmental productivity. Departments led by managers who demonstrate supportive leadership behaviors—such as encouraging participation in decision-making, recognizing employee contributions, and providing constructive feedback—tend to exhibit higher levels of performance compared to those operating under rigid or poorly structured leadership systems. Inefficient management practices, particularly those characterized by excessive control or lack of employee engagement, often lead to reduced motivation and job satisfaction among staff members. The findings therefore support the theoretical argument that leadership style plays a critical role in shaping organizational performance. By fostering a more inclusive and supportive managerial approach, organizations can create a working environment that encourages employees to perform more effectively.

In addition to leadership and communication, the results underscore the importance of implementing structured performance evaluation mechanisms within departments. The absence of systematic performance monitoring often makes it difficult for organizations to identify operational weaknesses or measure progress toward departmental goals. The study's findings suggest that departments lacking clear performance indicators and evaluation systems are more likely to experience inefficiencies, as managers may struggle to assess employee performance or identify areas requiring improvement. Conversely, the introduction of transparent evaluation processes allows organizations to monitor departmental productivity, provide timely feedback to employees, and implement corrective actions when necessary. Such mechanisms contribute significantly to improving accountability and ensuring that departmental activities remain aligned with organizational objectives.

The discussion of the results reveals that optimizing departmental performance in the presence of inefficient management practices requires a combination of structural and behavioral interventions. Structural improvements may involve revising organizational procedures, clarifying reporting relationships, and establishing more efficient communication systems. Behavioral improvements, on the other hand, focus on enhancing the competencies of managers and encouraging leadership practices that support collaboration, innovation, and employee empowerment. The study suggests that when these interventions are implemented together, they can help organizations overcome the limitations imposed by inefficient management practices and create conditions that support higher levels of departmental productivity.

The findings of this research are also consistent with insights derived from previous studies in the field of organizational management. Many earlier studies have emphasized that managerial inefficiencies often represent a major obstacle to organizational performance, particularly in departments where decision-making processes are slow or poorly coordinated. The results of the present study reinforce these observations by demonstrating that departments experiencing management inefficiencies frequently encounter difficulties in achieving operational efficiency and maintaining employee motivation. At the same time, the study contributes to the existing literature by highlighting practical strategies that organizations can adopt to address these challenges and improve departmental outcomes.

The discussion of the results demonstrates that while inefficient management practices pose significant challenges to departmental performance, these challenges are not insurmountable. Through the implementation of improved leadership practices, clearer communication structures, and more effective performance monitoring systems, organizations can enhance departmental efficiency and productivity even in environments where management systems are not fully optimized. The insights derived from this discussion therefore provide valuable guidance for organizational leaders seeking to strengthen departmental operations and achieve sustainable improvements in performance.

Conclusion

Based on the results obtained from this study, it can be concluded that departmental performance is significantly influenced by the quality and efficiency of management practices within an organization. The findings clearly indicate that inefficient management practices—such as poor leadership, inadequate communication, unclear strategic direction, and weak performance monitoring—have a measurable negative impact on the productivity, coordination, and overall operational effectiveness of departments. Departments operating under these conditions tend to experience delays in task completion, duplication of efforts, reduced employee motivation, and difficulty achieving organizational goals. These outcomes underscore the critical role that management plays in shaping the effectiveness of departmental operations and highlight the necessity of addressing managerial inefficiencies in order to optimize performance.

The study demonstrates that improvements in departmental performance are achievable even in contexts where management practices are initially inefficient, provided that targeted interventions are implemented. Structural interventions—such as clarifying reporting relationships, establishing systematic communication channels, and introducing performance evaluation mechanisms—were found to enhance coordination, accountability, and operational clarity within departments. Equally important are behavioral interventions that focus on leadership development, employee engagement, and participatory decision-making. Managers who adopt supportive and inclusive leadership approaches not only foster higher employee motivation but also facilitate collaboration, innovation, and more effective execution of departmental tasks. These findings confirm that departmental performance is not solely determined by organizational structure or resources but is closely tied to managerial behavior and the strategic management of departmental processes.

The study also emphasizes the interrelated nature of managerial practices and departmental outcomes. Inefficiencies in leadership, communication, and supervision often reinforce one another, creating a cycle of reduced performance and operational challenges. By addressing these factors simultaneously through integrated management strategies, organizations can create environments in which departments are better able to achieve their objectives. The results suggest that even incremental improvements in management efficiency—such as clearer delegation of responsibilities, better feedback mechanisms, or improved performance monitoring—can yield noticeable gains in departmental effectiveness.

This reinforces the idea that optimizing departmental performance requires a holistic approach that considers both structural and human factors within the organizational environment.

The evidence obtained from this study establishes a clear link between management practices and departmental performance, demonstrating that inefficiencies in management significantly hinder operational effectiveness but can be mitigated through strategic interventions. By applying a combination of improved leadership practices, enhanced communication systems, and systematic performance evaluation, organizations can optimize departmental outcomes and achieve greater alignment between departmental activities and overall organizational goals. These conclusions provide both theoretical and practical insights, contributing to a better understanding of the dynamics of departmental performance and offering actionable guidance for organizational leaders seeking to enhance efficiency, productivity, and employee engagement in environments where management practices may be initially inadequate.

Recommendations

- The study highlights that weak leadership significantly reduces departmental productivity and employee motivation. It is therefore recommended that organizations implement targeted leadership development programs to enhance managers' decision-making, communication, and strategic planning skills. Managers should also be encouraged to adopt participatory and supportive leadership styles that empower employees, promote collaboration, and foster a sense of accountability within departments.
- Ineffective communication channels were identified as a key factor contributing to operational inefficiencies. Organizations should establish clear and structured communication systems to ensure that employees are consistently informed about departmental priorities, objectives, and procedural changes. Regular meetings, feedback sessions, and digital communication platforms can enhance information flow, reduce misunderstandings, and improve coordination among departmental units.
- The study indicates that the absence of systematic performance monitoring limits accountability and operational efficiency. Organizations are recommended to introduce transparent performance evaluation mechanisms that allow for the timely assessment of departmental activities and individual contributions. These systems should include clear performance indicators, regular feedback, and mechanisms for addressing performance gaps, which will enhance accountability and encourage continuous improvement.
- Departments often struggle when management practices fail to align activities with organizational objectives. Organizations should ensure that departmental goals are clearly defined and integrated into broader strategic plans. Managers should be trained to develop actionable plans, prioritize tasks effectively, and monitor progress toward achieving departmental and organizational goals.
- Low employee motivation and engagement were found to be consequences of inefficient management. To address this, organizations should implement programs that recognize employee contributions, provide professional development opportunities, and encourage participation in decision-making processes. Fostering a supportive work environment will not only improve morale but also enhance productivity and commitment to organizational objectives.

- Organizations are encouraged to regularly evaluate their managerial systems and practices to identify inefficiencies and implement corrective measures. This may involve periodic audits, employee surveys, or management feedback sessions aimed at detecting areas of weakness and facilitating ongoing improvements in departmental performance.

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Appendices

الموضوع: طلب تحكيم استبيان بحثي

الدكتور/.....المحترم،

السلام عليكم ورحمة الله وبركاته،

أتمنى أن تكونوا بخير وبأفضل حال.

أود إبلاغكم بأنني طالب في جامعة ميدأوشن - كلية الإدارة - تخصص ماجستير في إدارة أعمال، وأعمل حالياً على بحث بعنوان "تحسين أداء الأقسام في ظل ممارسات إدارية غير فعالة"، وذلك كجزء من متطلبات درجة الماجستير في إدارة أعمال

أتوجه إليكم بهذا الطلب لأستفيد من خبراتكم القيمة في تحكيم الاستبيان الخاص ببحثي. أرفق لكم نسخة من الاستبيان، وأرجو منكم التكرم بمراجعتها وإبداء ملاحظاتكم واقتراحاتكم حول مدى دقة وملاءمة العبارات المطروحة لقياس الأهداف المرجوة من الدراسة كما أرجو منكم اقتراح أي تعديلات ترونها مناسبة سواء بإعادة صياغة العبارات، أو حذفها، أو إضافة عبارات جديدة.

أشكركم جزيل الشكر على وقتكم وجهودكم، وأتطلع إلى تلقي ملاحظاتكم القيمة.

مع خالص التقدير والاحترام

يحيى سالم ال شيبان

طالب ماجستير إدارة أعمال

كلية الإدارة، جامعة ميدأوشن

Subject: Request for Review of a Research Questionnaire

Dear Dr.

Peace, mercy, and blessings of God be upon you.

I hope you are well and in the best of health.

I am a student at MedOcean University, College of Management, pursuing a Master of Business Administration (MBA). I am currently working on a research project entitled " Optimizing Departmental Performance under Inefficient Management Practices" as part of the requirements for my MBA degree.

I am writing to you to request your valuable expertise in reviewing the questionnaire for my research. I have enclosed a copy of the questionnaire and would be grateful if you could review it and provide your feedback and suggestions regarding the accuracy and suitability of the statements in measuring the study's objectives. I would also appreciate any suggestions for modifications you deem appropriate, whether by rephrasing, deleting, or adding new statements.

Thank you very much for your time and effort, and I look forward to receiving your valuable feedback.

With sincere appreciation and respect,

Yahya Salem Alshebaan

MBA Student

College of Management, Mid-Ocean University

الاستبيان

بسم الله الرحمن الرحيم

السيد/..... المحترم،

السلام عليكم ورحمة الله وبركاته،

أود إبلاغكم بأنني طالب في جامعة ميدأوشن - كلية الإدارة - تخصص ماجستير في إدارة الأعمال، وأعمل حالياً على بحث بعنوان "تحسين أداء الأقسام في ظل ممارسات إدارية غير فعالة"، كجزء من متطلبات درجة الماجستير في إدارة الأعمال. ونظراً لأهمية آرائكم القيمة، أرجو منكم التفضل بالإجابة على هذا الاستبيان وأكد لكم أن إجاباتكم ستكون محل تقدير كبير وستعامل بسرية تامة، ولن تستخدم إلا لأغراض البحث العلمي. لذا أرجو أن تكون إجاباتكم دقيقة وصادقة قدر الإمكان للمساهمة في تحقيق نتائج دقيقة.

شاكر لكم حسن تعاونكم

يحيى سالم ال شيبان

طالب ماجستير إدارة أعمال

كلية الإدارة جامعة ميدأوشن

المشرفين

د الفیصل عبد الحمید محمد

د. فايز علي جراد

كلية الإدارة، جامعة ميدأوشن

Questionnaire

Questions	Answer				
1- General questions					
Age	20-30	30-40	40-50	50-60	60+
Gender	Male	Female			
Educational Level	Secondary school certificate	Bachelor's degree	Postgraduate degree	Master's	Doctorate
2- Survey questions					
The leadership in the department provides clear guidance for employees	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Managers support employees in overcoming work-related challenges	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Effective leadership contributes to improving departmental performance	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Supervisors encourage employees to perform their tasks efficiently	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
There is effective communication between management and employees in the department	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Information related to work is shared clearly among employees	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Coordination between different units in the department is effective	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Communication helps employees understand their roles and responsibilities	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Management encourages employees to participate in decision-making	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Employees feel motivated to perform their tasks efficiently	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Recognition and appreciation improve employee engagement at work	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

Employees are encouraged to contribute ideas for improving work processes	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Employees in the department complete their tasks within the required time frame	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The department achieves its performance targets effectively	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Employees demonstrate high levels of productivity in their daily tasks	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Teamwork contributes to improving overall departmental performance	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I believe that improving management practices can significantly enhance departmental performance	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

✓ <https://forms.gle/puxrD5iyeHjwZgsf9>