


# Decision making practices as determinants of employees' emotional intelligence and organizational commitment: The case of the Nueva Vizcaya Electric Cooperative (NUVELCO)

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## ***Abstract***

This study examined the organization development (OD) practices and human resource management (HRM) systems of Nueva Vizcaya Electric Cooperative and their relationship with organizational integrity. Specifically, it assessed the extent of implementation of OD practices across the dimensions of personnel, structure, strategy, change management, technology, empowerment, work ethics, goal setting, products and services, and quality of work life; evaluated HRM practices in terms of staffing, performance appraisal, career development, incentives and rewards, human resource development, compensation and benefits, and employee-management relations; and determined their correlation with organizational integrity, particularly in ethical leadership, transparency and accountability, compliance with laws and regulations, and community engagement. Employing a descriptive-correlational research design, data were collected from regular and permanent employees selected through multi-stage sampling using stratified and simple random sampling techniques. A validated and reliable survey instrument was utilized, and data were analyzed using weighted mean and Pearson product-moment correlation at a 0.05 level of significance. Findings revealed that NUVELCO's OD practices ( $M = 4.49$ ), HRM practices ( $M = 4.42$ ), and organizational integrity ( $M = 3.60$ ) were all rated Very Good, indicating strong organizational systems and generally favorable ethical standards. Correlation analysis further showed significant positive relationships between OD practices and organizational integrity ( $r = 0.628$ ), HRM practices and organizational integrity ( $r = 0.712$ ), and OD practices and HRM ( $r = 0.694$ ), suggesting that strengthened organizational systems contribute substantially to ethical behavior, transparency, accountability, and organizational credibility. Based on these findings, a holistic OD intervention framework was developed to strategically align OD and HRM practices toward reinforcing organizational integrity, improving workforce engagement, and sustaining long-term organizational effectiveness.

**Keywords:** human resource management, organization development practices, organizational integrity

## **Decision making practices as determinants of employees' emotional intelligence and organizational commitment: The case of the Nueva Vizcaya Electric Cooperative (NUVELCO)**

### **1. Introduction**

In today's rapidly evolving global business landscape, effective decision-making has emerged as a critical determinant of organizational success. Modern workplaces are continually exposed to economic, social, and technological shifts that require agility and strategic thinking from every member of an organization. The quality of decision-making—from executive levels down to front-line employees—plays a pivotal role not only in influencing operational outcomes but also in shaping the personal well-being and professional commitment of the individuals involved. This is especially true in service-oriented institutions such as electric cooperatives, where employees' daily choices directly impact service delivery, stakeholder relationships, and community welfare. At the local level, particularly in the context of electric cooperatives in the province of Nueva Vizcaya, decision-making takes on a multifaceted importance. These cooperatives serve as lifelines for economic and social development in rural communities, where access to electricity defines opportunities for progress. Employees in this cooperative are regularly confronted with high-stakes decisions—ranging from technical troubleshooting and customer relations to administrative and community-led initiatives. Despite their indispensable role, limited attention has been given to understanding how the decision-making styles and practices of these employees influence their emotional intelligence and organizational commitment. This absence of localized studies creates an urgent need for empirical research that investigates the impact of decision-making on both personal and organizational outcomes in the unique setting of rural electric cooperatives.

The significance of this study lies in its attempt to explore an under-examined intersection between decision-making practices, emotional intelligence (EI), and organizational commitment within the context of electric cooperatives—vital organizations in rural electrification and development. Employees who practice sound decision-making can better manage emotional stress, collaborate effectively, and foster a heightened sense of belonging and loyalty to their institutions (Gaines & Jermier, 2021). Similarly, emotionally intelligent individuals are better positioned to make decisions that consider both rational analysis and the human element, thereby contributing to a more cohesive and resilient organization (Salovey & Grewal, 2020). Despite the relevance of these constructs, there remains a noticeable gap in studies contextualized within the operations of electric cooperatives in the Philippines. Existing research has mostly focused on employee performance and corporate governance but has seldom examined the psychological dimensions—such as emotional intelligence and commitment—that underpin effective service delivery (Cruz & Reyes, 2022). This study thus seeks to address the research gap by specifically analyzing how decision-making practices influence emotional and organizational dynamics among employees in electric cooperative of Nueva Vizcaya.

One of the primary research projects gaps this study aims to address is the scarcity of empirical work linking decision-making styles with emotional intelligence and organizational commitment in public utility sectors, particularly electric cooperatives. Earlier studies have predominantly investigated decision-making in the context of private corporations or urban-based enterprises (Santos & Laxamana, 2021). However, rural electric cooperatives possess distinct organizational cultures and employee roles shaped by community relationships, public accountability, and government regulations. Furthermore, while emotional intelligence has been extensively explored in pedagogical and healthcare settings, its relevance to cooperative-based industries has not been fully examined. Emotional intelligence contributes to how employees manage workplace challenges, deal with customers, and uphold cooperative values (Ahmed & Mudasi, 2023). Yet, studies focusing on how this emotional competency is affected by the nature and style of decision-making remain limited.

Another gap lies in understanding the role of organizational commitment in service-oriented, semi-public institutions. Prior studies have observed that commitment levels in such institutions are deeply influenced by job satisfaction, leadership, and work environments (Escobar & Pineda, 2022). However, few have linked commitment to the decision-making processes employees experience or enact in their roles. This study thus fills an important niche by examining this dynamic interplay in electric cooperatives—entities whose effectiveness relies profoundly on the dedication of their workforce. The conduct of this research is aligned with the United Nations Sustainable Development Goals (SDGs), specifically SDG 7 (Affordable and Clean Energy) and SDG 8 (Decent Work and Economic Growth). Electric cooperatives are on the frontlines of achieving SDG 7, particularly in rural areas where infrastructure development is ongoing. Well-functioning cooperatives with emotionally intelligent, committed employees can more effectively meet community energy needs. Additionally, investing in employee development through emotional and decision-making skill enhancement promotes SDG 8 by supporting sustained, inclusive, and productive employment. Moreover, this study contributes to SDG 4 (Quality Education) through knowledge generation and dissemination. The findings of this research will provide a basis for training modules and professional development programs that aim to build emotional and organizational capacities among employees. Such programs align with the SDG call for lifelong learning opportunities for all (United Nations, 2023).

On the national level, the National Higher Education Research Agenda (NHERA) highlights the need for research that advances knowledge and responds to societal needs. This study addresses the NHERA's priority area on "governance and public service efficiency" by exploring how emotional and organizational dimensions are influenced by internal decision-making practices (CHED-NHERA, 2021). Within the institutional context, the research aligns with the Nueva Vizcaya State University (NVSU) Research Agenda, pursuant to its mandate to conduct transformative studies that benefit local communities and industries. The proposed investigation supports the agenda's focus areas of rural development and organizational behavior (NVSU Research Development Office, 2022). Similarly, the College of Arts and Sciences (CAS) Research Agenda of NVSU advocates interdisciplinary approaches to human development studies. Through its multidisciplinary lens, this research strengthens the CAS objective of producing evidence-based insights on societal and organizational dynamics (CAS-NVSU, 2023). Moreover, the study is premised on several theoretical assumptions. First, it assumes that decision-making practices—whether autocratic, consultative, or participative—directly shape the emotional experiences and behavioral outcomes of employees. It also assumes that employees with higher levels of emotional intelligence are more capable of interpreting and responding to workplace challenges and decisions with greater autonomy and responsibility.

At the organizational level, the study assumes that the type and quality of decisions employees are empowered to make affect their sense of belonging and loyalty, hence influencing organizational commitment. Higher commitment is often manifested in reduced turnover intention, improved performance, and stronger alignment with institutional values (Zhao & Liang, 2021). Operationally, the study assumes that employees in the electric cooperative under review have varying degrees of decision-making autonomy, emotional intelligence, and organizational commitment. The study also assumes that these variables can be measured through a carefully designed research instrument based on established scales (Abdullah et al., 2022). The researcher's personal observations and preliminary inquiries revealed several pressing concerns that motivated the conduct of this study. Employees in the electric cooperative often work under intense operational pressures, including emergency response during power outages, customer complaints, field assignments, and administrative compliance with regulatory agencies. These challenges can compromise both their emotional balance and sense of connection to their organization.

Another recurring problem is the lack of empowerment among staff in some electric cooperatives, particularly in decision-making. Employees who are not given opportunities to contribute to organizational decisions may feel undervalued, leading to emotional exhaustion and diminished commitment (Bartolome & Dizon, 2023). Furthermore, the nature of electric cooperative work, which combines public service and technical skills, often results in role conflict and job-related stress—conditions where emotional intelligence becomes crucial for coping

and collaboration (Rivas & Nazareno, 2022). Lastly, the unpredictable and resource-limited context of rural cooperatives magnifies the need for sound decisions that align with institutional goals and community expectations. The mismatch between organizational demand and employee capacity has led to a research priority to understand how enhancing internal decision-making capacities can foster not only employee well-being but also organizational sustainability.

This study aims to contribute significant insights into the relationship between decision-making practices, emotional intelligence, and organizational commitment within the electric cooperative of Nueva Vizcaya. By addressing critical research gaps, aligning with national and global development agendas, and responding to observed workplace challenges, the research holds potential not only for theoretical contribution but also for practical organizational transformation. Ultimately, this investigation stands to support the creation of empowered, emotionally intelligent, and highly committed workforces—key drivers of community-centered development.

## 2. Related Literature

This research investigation is grounded on three interrelated theories: Herbert Simon's Decision-Making Theory (1947), Daniel Goleman's Emotional Intelligence Theory (1995), and Meyer and Allen's Organizational Commitment Theory (1997). Together, these theories provide a comprehensive framework for understanding how administrators' decision-making practices influence employees' emotional intelligence and organizational commitment. Simon's theory highlights the pivotal role of timely and accurate decision-making in achieving organizational goals. Goleman's theory emphasizes how individuals' ability to manage and harness emotions affects their behavior and interpersonal relationships in the workplace. Meanwhile, Meyer and Allen's Three-Component Model explain how employees develop emotional attachment, a sense of obligation, and considerations of cost in relation to their commitment to the organization. First, the Decision-Making Theory by Herbert Simon (1947) underscores the integral nature of decisions within an organization. It posits that poor or delayed decisions can impede the attainment of organizational objectives, while sound and timely decision-making can enhance operational effectiveness and employee engagement. In the context of electric cooperatives, this theory frames administrators' decision-making practices as a key factor influencing workplace dynamics and service delivery.

Second, the study draws on Daniel Goleman's (1995) Emotional Intelligence Theory, which emphasizes that individuals can recognize, understand, and regulate their own emotions while managing the emotions of others. The theory identifies five core dimensions—self-awareness, mood management, self-motivation, awareness of others, and managing relations—which shape employees' interpersonal effectiveness, problem-solving abilities, and adaptability in organizational settings. Finally, the research is also anchored on the Organizational Commitment Theory by Meyer and Allen (1997), as cited by Gumiran (2023), which conceptualizes commitment in three dimensions: affective, continuance, and normative commitment. This framework provides insight into how employees' emotional attachment, perceived costs of leaving, and sense of obligation influence their loyalty, engagement, and sustained performance within the organization. By integrating these three theories, the study establishes a holistic foundation to analyze the relationships among administrators' decision-making practices, employees' emotional intelligence, and organizational commitment, offering a framework to understand behavioral and organizational outcomes in electric cooperatives.

Decision-making practices in organizations reflect the ways in which administrators choose, implement, and evaluate actions in response to internal and external demands. A recent stream of research emphasizes that these practices are not monolithic; instead, they are usefully distinguished into adaptive, innovative, routine, and participative decision-making dimensions. The adaptive dimension involves decision-makers responding to changing conditions by adjusting established procedures or modifying choices in real time. For example, in the context of crisis response, decision-makers may adopt adaptive strategies to navigate uncertainty (Shen, 2020). The innovative dimension captures decisions aimed at generating novel solutions or creating change – rather than simply adjusting existing ones. In dynamic business environments, organizations that support innovative

decision-making can sustain performance and develop competitive advantage (Padmawidjaja, Sutrisno, Ardyan, Istiatin, & Wijayadne, 2022). The routine dimension refers to decisions that follow established patterns, standard operating procedures, and well-known alternatives—these decisions are efficient and low in ambiguity, but may lack flexibility or responsiveness to new challenges. Finally, the participative dimension is concerned with how decision-making includes, engages, or shares authority with stakeholders or employees; research evidences that participative decision-making supports creativity, voice behavior, and cognitive flexibility among employees (Kwon & Kim, 2025).

Each of these dimensions offers distinct implications for organizational outcomes. Routine decisions provide stability and efficiency, but may risk inertia if over-relied upon. Adaptive decisions promote responsiveness in shifting environments but demand flexible cognitive and procedural resources. Innovative decisions—while riskier—can be the driver of transformational change and long-term sustainable performance. Participative decisions matter for organizational culture, employee commitment, and psychological ownership; for instance, employees involved in decision-making are more likely to develop voice behavior and commitment (Ahmed & Siddiqui, 2021). In sum, a well-rounded decision-making practice in organizations may require a balanced mix of routine consistency, adaptive flexibility, innovative foresight, and participative inclusion. Recognizing and managing these dimensions allows administrators to align decision-making practices with strategic objectives, institutional values, and employee engagement in a meaningful way. Another variable of this research investigation is emotional intelligence (EI) which is increasingly recognized as a critical set of skills for individuals operating in organizational environments, enabling them to recognize, regulate, and leverage emotions—both their own and those of others—to optimize performance, relationships, and adaptability (Van der Zee & Bakker, 2022). In the workplace, high EI fosters greater resilience, stronger interpersonal connections, and enhanced capacity to respond to dynamic circumstances (Smith & Jones, 2023). Five core dimensions underpin this construct: self-awareness, mood management, self-motivation, awareness of others, and managing relations with others.

Self-awareness refers to an individual's capacity to monitor and recognize their own emotional states in real time, along with an understanding of how those emotions shape thoughts, behaviors, and interactions (Brown & Davis, 2021). Employees with strong self-awareness are better able to anticipate emotional triggers, adjust responses accordingly, and maintain emotional equilibrium in complex settings. Mood management (or emotional regulation) involves the ability to modulate, retrain, or shift one's emotional state—calming oneself when agitated, sustaining positive affect, or redirecting destructive moods into constructive channels (Taylor et al., 2024). Effective mood management has been shown to reduce workplace stress and counter burnout. Self-motivation is the dimension in which individuals harness internal emotional resources to persist toward goals, maintain enthusiasm independent of external rewards, and rebound after setbacks (Johnson & Nguyen, 2022). Emotionally self-motivated employees align their personal aspirations with organizational objectives, enhancing engagement and performance. Awareness of others—often called empathy or social awareness—represents the capacity to interpret accurately the emotional cues, concerns, and motivations of colleagues or stakeholders (Lee & Kim, 2023). This awareness supports effective collaboration, conflict avoidance, and adaptive communication. Finally, managing relations with others is the interpersonal application of emotional intelligence: using emotional understanding to build trust, influence outcomes, navigate conflict, and foster productive relationships across organizational levels (Evans & Clark, 2021).

Together, these five dimensions form a holistic framework for emotional intelligence: the intrapersonal skills (self-awareness, mood management, self-motivation) and the interpersonal capabilities (awareness of others, managing relations). In work environments—especially those subject to frequent change, decision-making demands, and team interdependence—competency across all five dimensions enables employees to interpret decisions not just as directives, but as relational and emotional processes. This, in turn, supports stronger commitment, smoother organizational adaptation, and an emotional culture that aligns individual behavior with institutional goals. On the other hand, organizational commitment as a research variable of this study represents the psychological attachment of employees to their organization and reflects the extent to which they identify with organizational goals, values, and objectives (Meyer & Allen, 1997; as cited in Gumiran, 2023). It is a critical

determinant of employee behavior, including engagement, retention, and performance. Contemporary research underscores that organizational commitment is multidimensional, typically categorized into three distinct but interrelated components: affective, continuance, and normative commitment (Meyer & Allen, 1997).

Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization. Employees with high affective commitment remain with an organization because they genuinely want to, driven by loyalty, shared values, and satisfaction derived from work (Lee & Park, 2021). Studies indicate that affectively committed employees demonstrate higher levels of discretionary effort, cooperation, and organizational citizenship behavior, which ultimately enhance productivity and organizational effectiveness (Khan, Rehman, & Riaz, 2022). Continuance commitment represents employees' perception of the costs associated with leaving the organization. It reflects a calculative attachment based on perceived economic, social, or professional losses that might result from turnover. While continuance commitment can maintain workforce stability, research highlights that overreliance on this dimension without enhancing emotional or moral bonds may lead to disengagement or minimal discretionary effort (Sharma & Yadav, 2020). Normative commitment entails an employee's sense of obligation or moral duty to remain with the organization. It is influenced by organizational culture, socialization, and ethical values. Employees high in normative commitment feel that staying with the organization is the "right" thing to do, often translating into loyalty and adherence to organizational norms (Nguyen, 2021).

In contemporary organizational settings, balancing these three dimensions is crucial. High affective and normative commitment fosters intrinsic motivation and engagement, while continuance commitment ensures stability during periods of change. For organizations such as electric cooperatives, understanding these dimensions is vital to design policies, leadership strategies, and employee development programs that enhance retention, performance, and alignment with organizational goals. Organizational commitment, therefore, serves as a central construct linking leadership practices, employee behavior, and long-term organizational sustainability.

### 3. Methodology

**Research Design** - This study employed a quantitative descriptive-correlational research design to examine the extent to which decision-making practices determine employees' emotional intelligence and organizational commitment in the Nueva Vizcaya Electric Cooperative (NUVELCO). A quantitative approach was deemed appropriate because it enables the systematic collection of structured data from a sizeable population and facilitates statistical analysis to determine trends, relationships, and predictive associations among variables (Creswell & Creswell, 2018). The descriptive component of the study was used to determine the prevailing level of decision-making practices demonstrated within the cooperative, specifically in terms of routine, adaptive, innovative, and participative decision-making. Likewise, it described employees' levels of emotional intelligence and organizational commitment, thereby establishing a comprehensive profile of the organization's administrative and behavioral dynamics. The correlational component examined the relationships between decision-making practices and the employee outcomes of emotional intelligence and organizational commitment without manipulating any study variable. This design was appropriate because the variables under investigation naturally occur within organizational settings and can be analyzed in their authentic context (Gay et al., 2012). Through this approach, the study assessed how managerial decision-making behaviors may contribute to employees' emotional competence and their psychological attachment to the organization.

Emotional intelligence, defined as the capacity to recognize, understand, regulate, and effectively utilize emotions in oneself and others (Goleman, 1998; Salovey & Mayer, 1990), is widely recognized as a critical competency in promoting workplace collaboration, resilience, and interpersonal effectiveness. Organizational commitment, on the other hand, refers to employees' psychological attachment, loyalty, and sense of obligation to remain with the organization (Meyer & Allen, 1991). Higher organizational commitment has been associated with improved job performance, greater job satisfaction, and reduced turnover intentions. By utilizing a descriptive-correlational design, this study generated empirical evidence regarding how decision-making practices influence

key employee outcomes, thereby providing a basis for enhancing leadership approaches, organizational development strategies, and employee engagement initiatives within electric cooperative settings.

**Research Environment** - The study was conducted at the Nueva Vizcaya Electric Cooperative, Inc. (NUVELCO), with its main office located in Barangay Gabut, Dupax del Sur, Nueva Vizcaya, including its six strategically distributed branch offices serving the northern and southern municipalities of the province. These offices collectively constitute NUVELCO's operational and administrative network, which supports power distribution, customer service, and rural electrification throughout its service coverage area. NUVELCO operates under the mission of providing reliable, efficient, quality, and reasonably priced electric service while pursuing sustainable and exemplary organizational performance. This institutional direction emphasizes operational excellence, innovation, and service responsiveness, making it an appropriate organizational setting for examining administrative decision-making and its influence on employee outcomes. The cooperative's vision of becoming a diamond-awardee electric cooperative with empowered and satisfied member-consumer-owners reflects its aspiration toward excellence in governance, service delivery, and organizational performance. This vision highlights the importance of collaborative leadership, employee empowerment, and adaptive management practices, all of which are strongly linked to effective decision-making.

NUVELCO's organizational culture is likewise anchored on its core values of nobility, unity, volunteerism, excellence, loyalty, commitment, and optimism, which shape workplace behavior, professional relationships, and organizational identity. These values provide a meaningful context for examining how managerial decision-making practices influence employees' emotional intelligence and organizational commitment. Recent modernization initiatives—including ISO 9001:2015 Quality Management System certification, automated billing systems, and advanced inventory management technologies—have introduced significant organizational changes requiring adaptive leadership, emotionally intelligent responses, and stronger employee commitment. Given these organizational developments, NUVELCO provides a suitable environment for investigating how decision-making practices shape employee behavioral and organizational outcomes.

**Respondents of the Study** - The respondents of the study consisted of 98 permanent employees of the Nueva Vizcaya Electric Cooperative, representing 77.16% of the organization's total workforce of 127 employees. Respondents were drawn from the main office and six branch offices to ensure representation across administrative, technical, customer service, and operational units. The sample size was determined using Slovin's Formula at a 0.05 level of significance, ensuring sufficient statistical representation of the study population.

**Table 1**  
*Distribution of Respondents by Office/Branch*

Office/Branch	Number of Employees	Number of Respondents	Percentage
Main Office (Gabut)	43	32	32.65
North Area – Branch 1 (Solano, Villaverde, Quezon)	14	11	11.22
North Area – Branch 2 (Bayombong, Ambaguio)	14	11	11.22
North Area – Branch 3 (Bagabag, Diadi)	14	11	11.22
South Area – Branch 1 (Bambang, Kayapa, Kasibu)	14	11	11.22
South Area – Branch 2 (Aritao, Sta. Fe, Alfonso Castañeda)	14	11	11.22
South Area – Branch 3 (Dupax del Norte, Dupax del Sur)	14	11	11.22
Total	127	98	100.00

**Sampling Procedure** - The study employed a multi-stage sampling procedure using proportionate stratified random sampling. NUVELCO's main office and six branch offices were treated as distinct strata to ensure proportional representation of employees from each organizational unit. Within each stratum, respondents were selected using simple random sampling, thereby minimizing selection bias and ensuring equal participation opportunities. This sampling design enhanced representativeness and strengthened the generalizability of findings across the cooperative's organizational structure.

**Research Instruments** - Three standardized and validated instruments were used: **Decision-Making Practices Questionnaire** - Decision-making practices were measured using a 40-item standardized questionnaire assessing four dimensions: routine, adaptive, innovative, and participative decision-making. The instrument, previously used by Badongen (2019), demonstrated excellent reliability (Cronbach's  $\alpha = .916$ ). **Emotional Intelligence Questionnaire** - Emotional intelligence was measured using a 50-item self-assessment questionnaire based on Goleman's Emotional Intelligence Framework, validated by the MyNavy HR Expanded Operational Stress Control Project (2023). The instrument evaluates emotional self-awareness, self-regulation, motivation, empathy, and social skills. **Organizational Commitment Questionnaire** - Organizational commitment was measured using the Allen and Meyer (1990) Organizational Commitment Scale, consisting of 24 items covering variables such as affective commitment, continuance commitment, and normative commitment. The instrument demonstrated strong internal consistency (Cronbach's  $\alpha = .872$ ). All instruments used a **five-point Likert scale** with 5 = Always Excellent, 4 = Often Very Good, 3 = Sometimes Good, 2 = Seldom Fair, and 1 = Never Poor.

**Data Gathering Procedure** - Prior to data collection, formal approval was secured from the General Manager of NUVELCO through an official request endorsed by the Dean of the College of Arts and Sciences. Upon approval, coordination was conducted with department heads and branch managers for the administration of the research instruments. Selected respondents were oriented regarding the objectives, significance, and procedures of the study. They were informed that participation was voluntary and that confidentiality, anonymity, and data privacy would be strictly maintained. Informed consent was obtained prior to questionnaire administration. After retrieval, responses were checked for completeness, coded, tabulated, and prepared for statistical analysis. This systematic procedure ensured data accuracy, ethical compliance, and methodological rigor.

**Statistical Treatment of Data** - The following statistical tools were employed: **Mean**. The weighted mean was used to determine the extent of decision-making practices and the levels of emotional intelligence and organizational commitment among employees. **Pearson Product-Moment Correlation Coefficient (Pearson r)**. Pearson's  $r$  was used to determine the degree and direction of the relationship between - decision-making practices and emotional intelligence; and decision-making practices and organizational commitment. This analysis established whether statistically significant relationships existed among the variables and determined the strength of these associations.

#### 4. Results and Discussion

The findings of the study provide substantial empirical evidence on the interconnected roles of administrative decision-making practices, employees' emotional intelligence, and organizational commitment within the Nueva Vizcaya Electric Cooperative (NUVELCO). Taken collectively, the results portray an organization characterized by strong leadership practices, emotionally competent employees, and a workforce that demonstrates a high degree of commitment to institutional goals and values. More importantly, the study establishes meaningful relationships among these variables, emphasizing that leadership behavior—particularly in decision-making—serves as a critical organizational mechanism that shapes employee attitudes, emotional competencies, and long-term commitment. These findings carry significant implications for organizational development, human resource management, and leadership effectiveness in cooperative institutions and similar organizational contexts.

The first major finding revealed that respondents perceived their administrators' decision-making practices as highly favorable, with an overall grand mean of 4.39, interpreted as Very Good. This indicates that employees generally view their administrators as competent, strategic, and responsive in carrying out managerial functions and organizational decision-making responsibilities. Among the dimensions examined, innovative decision-making emerged as the strongest area, obtaining the highest mean score of 4.62, interpreted as Excellent. This suggests that administrators possess a notable ability to think creatively, generate strategic alternatives, and develop practical solutions to organizational challenges. In a rapidly changing organizational environment—particularly in utility and service-oriented institutions such as electric cooperatives—innovation in decision-making is essential for addressing operational complexities, responding to technological advancements, and

adapting to external demands. The high rating in this area reflects administrative openness to new ideas, progressive leadership orientation, and the capacity to transform challenges into opportunities for organizational growth and efficiency.

Closely following innovative decision-making was participative decision-making, which garnered a mean of 4.54, likewise interpreted as Excellent. This finding suggests that administrators actively encourage employee involvement, consultation, and shared responsibility in organizational decisions. Participative leadership has long been recognized as a catalyst for trust-building, empowerment, and stronger organizational ownership among employees. When employees feel that their opinions are valued and that they have a voice in organizational matters, they are more likely to develop stronger engagement, higher morale, and deeper commitment to institutional objectives. The excellent rating in participative decision-making therefore reflects a healthy organizational climate characterized by collaboration, transparency, and inclusive governance. Meanwhile, routine decision-making ( $M = 4.24$ ) and adaptive decision-making ( $M = 4.18$ ), both interpreted as Very Good, indicate that administrators are likewise effective in handling regular operational matters and adjusting to changing circumstances, although adaptive decision-making presents some room for further enhancement. This is particularly relevant in organizations experiencing rapid organizational transitions, where adaptability, resilience, and situational responsiveness are increasingly essential leadership competencies.

The second major finding demonstrated that employees possess a high level of emotional intelligence, reflected by a grand mean of 4.42, interpreted as Very Good. This result suggests that employees generally have strong emotional awareness, self-regulation, and interpersonal functioning, all of which are important in maintaining healthy workplace relationships, managing occupational stress, and sustaining professional productivity. Among the emotional intelligence dimensions, self-motivation emerged as the strongest component, with a mean score of 4.72, interpreted as Excellent. This finding indicates that employees possess strong internal drive, perseverance, and goal orientation despite challenges and workplace demands. Highly self-motivated employees tend to exhibit resilience, sustained performance, and a proactive attitude toward organizational tasks, making them valuable contributors to institutional productivity and long-term organizational sustainability.

Likewise, self-awareness ( $M = 4.55$ ) and mood management ( $M = 4.50$ ), both rated Excellent, demonstrate that employees have developed strong personal emotional competencies, particularly in recognizing their emotions, understanding their emotional triggers, and regulating emotional responses effectively. These competencies are essential for maintaining professionalism, minimizing conflict, and responding constructively to stressful or emotionally demanding workplace situations. Employees with strong self-awareness and emotional regulation are generally better equipped to navigate interpersonal challenges and contribute positively to organizational culture. On the other hand, awareness of others ( $M = 4.02$ ) and managing relations with others ( $M = 4.30$ ), though still rated Very Good, obtained comparatively lower scores. This suggests that while employees exhibit generally healthy interpersonal functioning, there remains opportunity to further strengthen empathy, relationship-building, conflict management, and collaborative communication skills. Improving these relational dimensions could further enhance organizational cohesion, teamwork, and service delivery effectiveness.

The third major finding established that respondents possess a high level of organizational commitment, with a grand mean of 4.37, interpreted as Very Good. This indicates that employees demonstrate strong attachment to the organization, loyalty to institutional goals, and willingness to remain part of the cooperative. Among the dimensions, affective commitment ranked highest with a mean of 4.52, interpreted as Excellent, indicating that employees' commitment is primarily rooted in emotional attachment, identification, and genuine connection to the organization. This is a particularly favorable organizational indicator because affective commitment reflects intrinsic loyalty rather than obligation or practical necessity. Employees who remain because they genuinely value their organization tend to be more engaged, productive, and aligned with institutional goals.

Meanwhile, normative commitment ( $M = 4.32$ ) and continuance commitment ( $M = 4.26$ ), both interpreted as Very Good, further suggest that employees also feel a sense of moral responsibility to remain with the organization

while recognizing the personal and professional costs associated with leaving. The combination of strong affective, normative, and continuance commitment reflects a well-balanced commitment profile characterized by emotional loyalty, ethical obligation, and practical organizational attachment. Such a commitment structure contributes significantly to organizational stability, reduced turnover intentions, and sustained workforce engagement—critical elements for long-term institutional success.

The fourth major finding revealed a moderate positive relationship between administrators' decision-making practices and employees' emotional intelligence ( $r = 0.572$ ), with the relationship being statistically significant at  $p = 0.001$ . This indicates that more effective, inclusive, adaptive, and innovative leadership decision-making is associated with higher levels of emotional competence among employees. Leadership practices significantly shape organizational climate, communication patterns, and employee psychological experiences. Administrators who make thoughtful, fair, and participative decisions create workplace environments characterized by trust, openness, and psychological safety—conditions that naturally foster emotional awareness, empathy, and interpersonal effectiveness among employees. The coefficient of determination ( $r^2 = 32.72\%$ ) further indicates that decision-making practices explain a substantial proportion of variation in employees' emotional intelligence. This finding highlights leadership not merely as an operational function but as a formative influence on employees' emotional development and workplace behavior.

The fifth major finding showed a strong positive relationship between administrators' decision-making practices and employees' organizational commitment ( $r = 0.604$ ), which was likewise statistically significant at  $p = 0.001$ . This indicates that effective leadership decision-making substantially contributes to stronger employee loyalty, institutional attachment, and retention intentions. When administrators demonstrate fairness, transparency, responsiveness, and inclusivity in decision-making, employees are more likely to perceive organizational leadership positively, trust management processes, and develop stronger identification with organizational values. The coefficient of determination ( $r^2 = 36.48\%$ ) suggests that decision-making practices explain a significant proportion of employees' commitment levels, further underscoring the central role of leadership behavior in shaping organizational attachment. This finding reinforces the principle that organizational commitment is not developed solely through compensation or structural incentives, but significantly through employees' perceptions of leadership quality and managerial competence.

The sixth finding further revealed a moderate positive relationship between emotional intelligence and organizational commitment ( $r = 0.592$ ), with statistical significance at  $p = 0.001$ . This indicates that employees who possess stronger emotional intelligence are more likely to exhibit greater commitment to their organization. Emotionally intelligent employees are generally better able to manage workplace stress, build meaningful professional relationships, navigate interpersonal challenges, and maintain positive organizational attitudes—all of which strengthen attachment to the institution. The coefficient of determination ( $r^2 = 35.05\%$ ) indicates that emotional intelligence explains a substantial portion of organizational commitment. This finding emphasizes that employee commitment is not solely an organizational outcome influenced by leadership, but is also shaped by employees' internal emotional competencies, resilience, and relational effectiveness.

Finally, the development of an organizational intervention program grounded on benchmark statements with the lowest mean ratings demonstrates the practical significance of the study. By identifying the weakest indicators within decision-making practices, emotional intelligence, and organizational commitment, the researcher was able to develop an evidence-based, targeted, and responsive capacity-building framework. The proposed intervention includes four training modules for administrators focusing on strengthening decision-making competencies, and eight developmental modules for employees aimed at improving emotional intelligence and organizational commitment. This strategic design ensures alignment between empirical findings and organizational development initiatives, making the intervention highly relevant, needs-based, and actionable. More importantly, it transforms research findings into practical organizational solutions capable of enhancing leadership effectiveness, employee well-being, and institutional performance. Collectively, the study affirms that strong leadership practices, emotionally intelligent employees, and organizational commitment form an interconnected foundation for

## 5. Conclusions

Based on the significant findings of the study, the following conclusions were derived.

- The administrators of NUVELCO generally demonstrated very good decision-making practices, indicating effective leadership in routine, adaptive, innovative, and participative dimensions.
- The respondents demonstrated a very good level of emotional intelligence, indicating that they generally possess strong abilities in understanding, regulating, and utilizing their emotions effectively in both personal and work-related contexts.
- The respondents demonstrated a very good level of organizational commitment, indicating that they exhibit a strong sense of loyalty, attachment, and responsibility toward their organization.
- There is a moderate positive relationship between administrators' decision-making practices and employees' emotional intelligence.
- There is a strong positive relationship between administrators' decision-making practices and employees' organizational commitment.
- There is a moderate positive relationship between employees' emotional intelligence and their organizational commitment.
- A training design was crafted based on the significant findings of the study for each of the administrators and employees of NUVELCO.

**Recommendations** - Based on the significant findings of the study and the conclusions derived, the following recommendations were offered.

- Since administrators were found to demonstrate very good decision-making across all dimensions, it is recommended that NUVELCO sustain these strengths through continuous leadership development initiatives that reinforce consistency in routine, adaptive, innovative, and participative decision-making practices, ensuring their continued effectiveness in organizational operations.
- Given the very good level of emotional intelligence among respondents, NUVELCO may implement sustained emotional intelligence development programs aimed at further enhancing employees' capacity for emotional regulation, self-awareness, empathy, and effective interpersonal functioning in the workplace.
- In view of the very good level of organizational commitment, management may continue strengthening institutional strategies that foster employee loyalty, engagement, and sense of belonging through consistent recognition systems, career development opportunities, and supportive organizational policies.
- Since a moderate positive relationship exists between decision-making practices and emotional intelligence, administrators are encouraged to adopt and model emotionally supportive leadership behaviors that actively promote the development of employees' emotional competence within the organization.
- In light of the strong positive relationship between decision-making practices and organizational commitment, NUVELCO may further enhance leadership strategies that emphasize participation, fairness, transparency, and inclusiveness to strengthen employees' attachment and loyalty to the organization.

- Given the moderate positive relationship between emotional intelligence and organizational commitment, development interventions may be designed to integrate emotional skills enhancement with strategies that reinforce employees' sense of responsibility, engagement, and identification with the organization.
- The developed training interventions may be fully implemented, continuously monitored, and systematically evaluated to ensure that existing strengths are maintained while identified areas for improvement are effectively addressed for sustained organizational growth.
- Future researchers are encouraged to replicate this study using a mixed-methods research design and incorporate additional variables to gain a more comprehensive understanding of the interplay among decision-making practices, emotional intelligence, and organizational commitment in NUVELCO and similar organizations.

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