

Optimizing Governance of School Heads Towards Organizational Effectiveness

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Abstract

Governance in schools refers to the structures, processes, and behaviors used by school heads to make decisions, manage resources, and guide institutions toward achieving educational goals. This study investigates the extent of organizational effectiveness in school governance as practiced by public school heads in Tiaong, Quezon, through the dual lens of the Philippine Qualification Framework for School Heads and Governance IR 5.0. Utilizing a descriptive quantitative research design and total population sampling, the study involved 35 school heads. Data were collected using a validated, researcher-made survey instrument focusing on governance indicators such as instructional leadership, strategic policy implementation, human resource development, stakeholder engagement, ethical leadership, and the integration of human-centric leadership, artificial intelligence (AI), smart governance, and data-driven decision-making. Findings revealed that while instructional and strategic leadership were well-practiced, financial management and community engagement presented implementation gaps. Adopting AI and data-driven practices under Governance IR 5.0 varied significantly across schools, depending on technological capacity and training access. Despite these challenges, school heads demonstrated commitment to ethical leadership and stakeholder collaboration, though complete alignment with Governance IR 5.0 remains in progress. A comparative analysis showed substantial overlap between the two frameworks but emphasized the need for more strategic integration of modern technologies into traditional governance practices. Based on the findings, a comprehensive Organizational Effectiveness Framework is proposed, integrating conventional leadership strategies and innovative governance tools. This framework aims to enhance leadership capacity, operational efficiency, and policy responsiveness, ultimately fostering sustainable improvements in school governance across rural educational settings.

Keywords: organizational effectiveness, school governance, transformational leadership, Governance IR 5.0, Philippine Qualification for School Heads, data-driven decision-making, human-centric leadership, smart governance, AI in education, Descriptive Quantitative Research Design and Purposive Sampling; Philippines.