IMPROVING MANAGERIAL DECISION MAKING THROUGH WORKFORCE ANALYTICS IN A GOVERNMENT ACCOUNTING DEPARTMENT

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Abstract - This study examines how data-driven insights into training effectiveness, autonomy, burnout, and job satisfaction can inform managerial decision-making in a multigenerational government accounting workforce. As public-sector organizations face increasing pressure to modernize managerial practices, strengthen employee capabilities, and retain talent, understanding how employees experience training and workplace conditions is essential for improving organizational performance. Guided by self-determination theory, training transfer theory, and the job demands–resources framework, this study analyzes survey responses from 24 employees within a government accounting department to identify patterns that influence performance and well-being. Findings indicate that employees generally view training as practical and relevant, with strong motivation to apply newly learned skills. However, the data reveal several managerial gaps: individuals with lower levels of decision-making authority report higher levels of emotional exhaustion, younger generational groups place a greater value on autonomy and opportunities for skill application, and hybrid workers respond more positively to flexible structures than their in-person counterparts. These trends suggest that managerial practices must evolve to support autonomy, reinforce training, and adapt leadership approaches to meet the needs of a multigenerational workforce. Building on these insights, the study proposes a management intervention model emphasizing autonomy-supportive leadership, enhanced feedback and recognition systems, intentional opportunities for training application, and data-informed monitoring of burnout indicators. By translating workforce data into strategic managerial actions, this study contributes to the field of business management by providing a practical, evidence-based framework for enhancing employee outcomes, promoting organizational resilience, and mitigating talent loss in highly structured public-sector environments. The model offers actionable guidance for managers aiming to enhance engagement, performance, and well-being in accounting and other process-intensive government functions.