

## RESEARCH ARTICLE

# Knowledge management capability of National Commission on Muslim Filipinos (NCMF) Region IX-B vis-à-vis knowledge management process, knowledge management infrastructure, intellectual capital, and organizational performance

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**ABSTRACT.** The study evaluated the knowledge management capabilities of the National Commission on Muslim Filipinos (NCMF) in Region IX-B, including Basilan, Sulu, and Tawi-Tawi, during the Fiscal Year 2023. The survey comprised 100 workers with five years of employment and a bachelor's degree, the majority of whom were female and under thirty. In terms of knowledge process, infrastructure, intellectual capital, and performance, the results demonstrated that the region possessed high knowledge management capabilities in relation to organizational survival and sustainability of competitive strength. Profile variables such as age, gender, length of service, and educational attainment did not significantly mediate the assessment of knowledge management capability. The study supports the Omotayo, F.O. (2015) model of knowledge management capability, which consists of dimensions such as knowledge management process, infrastructure, intellectual capital, and organizational performance. The group of employees who assessed the region's knowledge management capability in terms of organizational performance was probably the same group that assessed it in terms of knowledge management infrastructure, process, and intellectual capital.

**KEYWORDS:** *Management Process, Intellectual Capital, Sustainability, Capability, Performances*

### ARTICLE DETAILS

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## Introduction

In today's highly globalized society, sophisticated information communication technology drives the quick movement of information across continents. Thus, the rapid development of knowledge-based economies, which are characterized by efficient human capital management, follows the same path.

Establishing knowledge management capabilities is necessary in these knowledge-based economies to guarantee optimal organizational performance. It's commonly said that "knowledge is power." This idea leads to the conclusion that power is best achieved through effective knowledge management (Omotayo, F.O., 2015).

Knowledge management has gained widespread recognition as the cornerstone of highly developed economies in recent years, as these economies have transitioned from relying on natural resources to intellectual assets. That is to say, it is impossible to overstate the value of knowledge management as a crucial tool for businesses and society at large. Knowledge management, to use Desouza's (2011) translation in Omotayo, F.O. (2015), has become a popular buzzword. The understanding that an organization's ability to compete and survive depends largely on its knowledge-based assets is what has sparked a lot of interest in knowledge management. The ability of non-competitive entities, such as governmental bodies and nonprofits, to capitalize on their knowledge-based assets determines their success or failure. Teng and Song (2011 in Omotayo, F.O., 2015) emphasized that knowledge management is becoming essential across all spheres of society, not just knowledge-intensive companies in the high-tech industry. Essentially, knowledge management skills are advantageous to all industries, including banking, telecommunications, education, manufacturing, and, in particular, the public sector (Omotayo, F.O., 2015).

Since it may provide businesses with strategic outcomes related to capacity building and competitiveness, knowledge management has attracted a lot of attention in management circles (Kim and Koh 2011 in Omotayo, F.O., 2015). It is widely acknowledged that effective knowledge management is essential to an organization's capacity to survive and maintain its competitive advantage. A framework for creating an efficient organization's knowledge process, knowledge infrastructure, intellectual capital, and organizational performance is known as knowledge management.

To be competitive and stay ahead of the curve, organizations must be able to effectively retain, develop, organize, and leverage the skills of their workforce. The identification of resources that enable organizations to recognize, create, transform, and distribute knowledge is crucial to understanding the successes and failures of knowledge management (KM) within organizations. Knowledge and the management of knowledge are regarded as important features for organizational survival. Effective knowledge management and transfer leads to increased innovation and improved performance in organizations (Riege, 2007 in Omotayo, F.O., 2015).

According to Kamhawi (2012) and Bosua and Venkitachalam (2013) in Omotayo, F.O. (2015), efficient knowledge management is one of the most vital resources for an organization's sustainability and a major driver of organizational performance (Alaarj, S. et al., 2016). According to Martensson (2000), knowledge management is essential to an organization's ability to thrive and remain competitive, and as such, it's a precondition for increased productivity and adaptability in both the public and private sectors.

The National Commission on Muslim Filipinos (NCMF) Region IX-B's knowledge management capability was evaluated in this study based on the aforementioned principles. The empirical data gathered from this investigation will help to close the knowledge gap in the agency's capability.

### **Research Questions**

This study assessed the knowledge management Capability of National Commission on Muslim Filipinos (NCMF) Region IX-B vis-à-vis knowledge management infrastructure, knowledge management process, intellectual Capital, and organizational performance during the Fiscal Year 2023. Specifically, it answered the following questions:

1. What is the extent of knowledge management capability of the National Commission on Muslim Filipinos (NCMF) Region IX-B in the following dimensions:

- 2.1 Knowledge management infrastructure
- 2.2 Knowledge management process
- 2.3 Intellectual Capital, and
- 2.4 Organizational performance?

2. Is there a significant difference in the extent of knowledge management capability of National Commission on Muslim Filipinos (NCMF) Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to:

- 3.1 Gender;
- 3.2 Age;
- 3.3 Length of service;
- 3.4 Status of appointment; and
- 3.5 Educational attainment?

3. Is there a significant correlation between the sub-categories subsumed under the extent of knowledge management capability of National Commission on Muslim Filipinos (NCMF) Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance?

### **Literature**

Dimaro (2023) offers priceless insights and inputs on the leadership style(s) that the current BARMM and its local government units employ, which serve as the basis for a potential policy intervention. The study discovered that the BARMM as a whole currently employs all three of the leadership philosophies that were examined: Islamic, transformational, and transactional. The study's findings also showed that the current BARMM performed better during the transitional phase. The study's results actually showed that there is a strong correlation between the three leadership philosophies and the organizational performance of BARMM. Even though this is a much-needed addition to the BARMM, the study nonetheless suggests that the organization's top leadership keep improving, modernizing, and enhancing the knowledge and abilities of its officials at the local government and central office levels. In conventional and Islamic leadership. In addition to encouraging other researchers to conduct similar research studies aimed at confirming or refuting the main findings of the present study, the study recommended that BARMM's top management conduct an Evaluative and Assessment Survey of its organizational performance with the help and guidance of Organizational Development (OD) consultants or experts. In summary, even though BARMM benefits from the study's findings and inputs, the organization stands to gain nothing by continuing to institute and carry out the necessary administrative reforms that will allow it to stay up to date with the rapidly evolving modern landscape.

Tagayan (2023) evaluated the level of employees' innovation behavior and administrators' leadership skills among line agency employees in Sulu in the fiscal year 2023. The study confirmed that line agency administrators have the requisite leadership abilities to oversee and guide their respective offices. In general, respondents thought Sulu line agency staff members behaved positively when it came to service innovation. The degree to which respondents evaluate the leadership abilities of administrators is significantly influenced by variables like gender, age, length of service, and educational level. There is no significant effect of variables including age, gender, appointment status, length of service, and educational attainment on respondents' perceptions of the degree of innovation activity among employees. Among Sulu's line agencies, there is a somewhat positive association between the level of

administrators' leadership abilities and staff members' inventive behavior. This study generally supports the employee innovation behavior model proposed by Zhao et al. (2022) and the leadership skills model proposed by Aibiye (2019). As a result, in order for a company to achieve its intended goals and objectives, its leaders must be equipped with the following critical competencies: communication, teamwork, strategic planning, people development, and motivation.

Tagoranao (2021) indicated that demand for Islamic finance among eminent economists and foreign investors has increased globally. Its all-encompassing strategy for generating wealth and reducing extreme poverty has been acknowledged as a means of achieving long-term economic growth. The Muslim minorities in the Philippines have been hoping that Islamic financial institutions will be active participants in the expansion of the country's economy. But because of certain legal issues—specifically, the Islamic nature of halal, zakat, and waqf—The non-Muslim lawmakers do not firmly support the growth of Islamic social finance organizations as an integral aspect of governmental activities. Although the Philippine Bayt-ul-maal Act (House Bill No. 5772), which was filed to Congress a few years ago for approval, is acknowledged by the government as being important and sustainable, it has not yet become legislation. Muslims in Muslim Mindanao's Bangsamoro Autonomous Region (BARMM) firmly believe that the Bangsamoro Organic Law's requirement for the development of Islamic finance would come to pass.

Navarro (2021) examined the implications and trajectories of the sustainable development outcomes related to the coronavirus disease (COVID-19). In order to prevent further regression in development, the report makes several recommendations, including the following: for the prosperity and planet pillar, science-based policy strategies that will take into account the current issues revealed by the pandemic as well as incorporate the timeliness of the policy responses; for the people pillar, governance improvements in areas such as social welfare program delivery to vulnerable groups; and for the peace pillar, the continued cooperation between the national government and the Bangsamoro government in order to ensure that the recently gained peace dividends are protected and stakeholders do not slide back on their commitments.

Perez (2021) asserted that Mindanao, in the southern Philippines, is home to the two self-ascribed ethnic groups, the Moro and the Lumad. Although the former led a more organized rebellion against the Philippine government in the late 20th century, both groups have a shared history of persecution from Western colonization, Christian resettlement, and capitalist interests. The Lumads are frequently left out of the limelight in Mindanao's peace processes as a result of their tolerance to the Moro's demands for the establishment of an autonomous zone under an internal power-sharing arrangement, which stems from their political superiority. By pushing the national government of the Philippines to give in to Moro interests, this type of double marginalization against the Lumad fosters a sense of internal colonialism where such agreements are limited to the Bangsamoro regional government and the national government of the Philippines

Gabriel (2020) asserted that in order to improve performance and productivity at work, it is critical to comprehend the leadership styles of millennial workers, who are expected to dominate the global workforce by 2025. The next generation of leaders, the Millennials, are quickly rising through the ranks and taking on leadership roles as they enter the profession. They frequently found themselves in charge of younger workers, and their leadership philosophies and methods were not well recognized. In order to better understand how

millennial managers' leadership styles appear and are implemented when managing and resolving conflicts with their elder subordinates, a study on the subject was carried out. This study highlights the need of looking at the leadership qualities and potential of millennial Filipino managers in the context of Philippine workplace culture using insights from Public Administration, Social Sciences, and Psychology.

Reyes (2019) revealed that the Voluntary National Review (VNR) aims to facilitate the sharing of experiences, including successes, challenges, and lessons learned, with a view to accelerating the implementation of the 2030 Agenda. et al. (2019) published a study on "The Philippines' voluntary national review on the sustainable development goals." This report examined the following set of goals in detail under the theme "Empowering people and ensuring inclusivity and equality": SDG 4 (quality education), SDG 8 (decent work and economic growth), SDG 10 (reduced inequalities), SDG 13 (climate action), SDG 16 (peace, justice, and strong institutions), and SDG 17 (partnerships).

Kidjie Saguin, K. et al.'s (2018) study, raises concerns about whether or not their varied skill sets and resources allow them to perform their jobs efficiently. A significant discovery is that, although if the majority of their work involves analysis, they are better at ease carrying out operational and political duties than doing in-depth, rigorous research. Overall, while organizational systems and processes are in place, systemic capacities, particularly political capacity, continue to be an on-going constraint to their work.

Almarez (2017) noted that social media use is also not utilized as a forum for communication between the public and the government. Its sole purpose is to disseminate information to the general public; social media appears to have been limited to gathering data from citizens, not including them in the process of making decisions.

Dalluay and Jalagat (2016) showed that participative leadership is the most common style of leadership and that it has a positive effect on workers' job satisfaction and performance-related productivity. Through the use of multiple regression and correlation analysis in statistics, the findings showed that leadership styles had a major impact on both job satisfaction and performance. The author came to the conclusion—though there is always space for improvement—that the business should consistently apply and maintain the participative leadership style in order to encourage workers' productive performance and a desirable degree of job satisfaction.

Disomimba and Ali (2016) set out to define and track the evolution of Islamic and Western education moderation, comprehend its actual state, and enumerate the perspectives surrounding Alonto's Islamic and Western education in the Philippines. This study employed discourse analysis to pinpoint the components of Alonto's beliefs regarding the moderation of both Islamic and Western education. The study begins by emphasizing that Alonto's moderation of Islamic and Western education does not create a chasm that would isolate its respective teachings and understandings. His strategy for promoting and cultivating a balance between Islamic and Western education primarily draws from his Western educational background, which is rooted in the teachings of the Holy Qur'ān and Hadīth. The study concludes by providing a framework for Alonto's opinions on the evolution of the Philippines' moderate Islamic and Western educational systems.

### **Methodology**

A descriptive-correlational research design was used for this investigation. A research plan is defined as “a program that guides a researcher in collecting, analyzing and interpreting observed facts” by Higson-Smith and Bless (1995) In a similar vein, Babbie and Mouton

(2001) define research design as the plan or guide that outlines how a researcher plans to carry out their study and accomplish their goals and objectives.

### *Participants*

The respondents of this study were the employees NNCFM- Region IX-B assigned at the different field offices/departments during the Fiscal Year 2023.

Distribution of the target Samples among NNCFM-Sulu Field Office

NNCFM- Region IX-B	Employees
Basilan	35
Sulu	35
Tawi-Tawi	30
Total	100

### *Instrument*

A survey questionnaire was the main research instrument employed in gathering data on the extent of the organizational management capacity. This questionnaire was adapted and patterned from Omotayo (2015).

This questionnaire consisted of 48-item comprising categories such as Knowledge Generation (4 items), Knowledge Storage (4 items), Knowledge Sharing (4 items), Knowledge Application (4 items), Organizational Culture (4 items), IT Infrastructure (4 items), Organizational Structure (4 items), Human Capital (4 items), Structural Capital (4 items), Relational Capital (4 items), Financial Performance (4 items), and Non-Financial Performance (4 items).

The research instrument used in this study consisted of two parts. Part I of the questionnaire focused on obtaining the demographic profile of the respondents which include gender, age, length of service, status of appointment and educational attainment. Part II was geared toward obtaining data on the extent of knowledge management capability as assessed by the employees.

### *Data Gathering Procedure*

A permit to administer the questionnaire was sought from the Dean of Graduate Studies of the Sulu State College; and the launching and administering as well as the retrieval of the questionnaire was conducted personally by the researcher.

### *Data Analysis*

The research tool utilized in this study was modeled and modified using standardized questionnaires; it was employed in a prior investigation. However, the questionnaire was reviewed by at least two specialists from the Graduate Studies faculty at Sulu State College in order to ensure that it was appropriate for the current study and its local contexts.

## **Results**

1. What is the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCFM) in Region IX-B in the based on their demographic profile?

### *1.1 On Knowledge Management Infrastructure*

Table 1.1 shows the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCFM) in Region IX-B in terms of knowledge management infrastructure. Under this category, employees' assessment has total weighted mean scores of 4.3150 for Knowledge Generation; 4.0333 for Knowledge Storage, 4.2750 for

Knowledge Sharing, and 4.1375 for Knowledge Application with standard deviations of .47887, .57929, .48396, and .56113 which are all rated as Agree, respectively.

Table 1.1 Extent of knowledge management capability of the National Commission on Muslim

Knowledge Generation		Mean	S.D.	Rating
1	The dialogue encourages the employees of the agency to exchange ideas.	4.4700	.55877	Agree
2	The agency is keen to attend employee training courses and conferences.	4.2000	.66667	Agree
3	The agency's management uses the brainstorming method with the staff to participate in solving the problems faced by the company.	4.2600	.62957	Agree
4	Employees are encouraged and motivated to generate creative ideas and offer them rewards.	4.3300	.82945	Agree
Total Weighted Mean		4.3150	.47887	Agree
Knowledge Storage		Mean	S.D.	Rating
1	Agency's employees can freely access documents and knowledge stored in the company.	3.9600	.85185	Agree
2	The agency stores knowledge in the knowledge bases.	4.0500	.57516	Agree
3	The agency documents the previous experiments in handbooks or through its bases to be applied later.	4.0900	.65281	Agree
Total Weighted Mean		4.0333	.57929	Agree
Knowledge Sharing		Mean	S.D.	Rating
1	We promote sharing of information and knowledge between team members and the various units.	4.3600	.62797	Agree
2	Our agency uses mechanisms and means for knowledge exchange across individuals, groups and organizational levels.	4.2000	.61955	Agree
3	Employees in our agency frequently share knowledge based on their experience.	4.2900	.64031	Agree
4	Employees in our agency frequently share reports and official documents that they prepare by themselves with members of my agency.	4.2500	.60927	Agree
Total Weighted Mean		4.2750	.48396	Agree
Knowledge Application		Mean	S.D.	Rating
1	The agency's staff always know where they can find experiences and knowledge they need.	4.1200	.79493	Agree
2	Knowledge bases help in solving problems related to work.	4.2100	.55587	Agree
3	The staff feels that the knowledge is available with a complete freedom to apply it.	4.0900	.72607	Agree
4	The agency is able to utilize knowledge for improving work effectiveness and fine-tuning strategic vision.	4.1300	.70575	Agree
Total Weighted Mean		4.1375	.56113	Agree

Filipinos (NNCMF) Sulu Regional Office in terms of knowledge management infrastructure  
Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Undecided (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

### 1.2 On Knowledge Management Process

Table 1.2 shows the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of knowledge management process. Under this category, employees' assessment has total weighted mean scores of 4.2150 for Organizational Culture; 4.1250 for IT Infrastructure, and 3.5800 for Organizational Structure with standard deviations of .57408, .43301, and .51601 which are all rated as Agree, respectively.

Table 1.2 Extent of the knowledge management capability of the National Commission on Muslim Filipinos (NCCMF) Sulu Field Office in terms of knowledge management infrastructure in terms of

Organizational Culture		Mean	S.D.	Rating
1	The agency has invested in effective knowledge management technologies to enable knowledge sharing between employees (e.g. intranets/ extranets, groupware, repositories, etc.).	4.1500	.65713	Agree
2	Information technology plays a critical role in facilitating knowledge sharing.	4.1700	.58698	Agree
3	Our agency has technological systems that help us communicate outside and inside the organization.	4.2200	.87132	Agree
4	Our agency uses technology that allows us as a learning group from several sources at different times.	4.3200	.75049	Agree
Total Weighted Mean		4.2150	.57408	Agree
IT Infrastructure		Mean	S.D.	Rating
1	The agency has invested in effective knowledge management technologies to enable knowledge sharing between employees (e.g. intranets/ extranets, groupware, repositories, etc.).	4.1900	.64659	Agree
2	Information technology plays a critical role in facilitating knowledge sharing.	4.1100	.54855	Agree
3	Our agency has technological systems that help us communicate outside and inside the organization.	4.1200	.55560	Agree
4	Our agency uses technology that allows us as a learning group from several sources at different times.	4.0800	.46450	Agree
Total Weighted Mean		4.1250	.43301	Agree
Organizational Structure		Mean	S.D.	Rating
1	Organizational structure is flat (Few management levels).	3.1500	1.0187	Undecided
2	Structure facilitates interaction between individuals and exchange of knowledge.	3.9600	.46969	Agree
3	Decision making is decentralized.	3.3700	.84871	Undecided
4	The organizational structure facilitates knowledge discovery and creation.	3.8400	.58119	Agree
Total Weighted Mean		3.5800	.51601	Agree

knowledge management process

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Undecided (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

### 1.3 On Intellectual Capital

Table 1.3 shows the extent of knowledge management capability of the National Commission on Muslim Filipinos (NCCMF) in Region IX-B in terms of intellectual capital. Under this category, employees' assessment has total weighted mean scores of 4.1300 for Human Capital; 3.5800 for Structural Capital, and 4.1700 for Relational Capital with standard deviations of .63155, .49858, and .47392 which are all rated as Agree, respectively.

Table 1.3 Extent of the knowledge management capability of the National Commission on Muslim Filipinos (NCCMF) Sulu Field Office in terms of knowledge management infrastructure in terms of intellectual capital

Human Capital		Mean	S.D.	Rating
1	Our agency employees are highly skilled.	4.1300	.78695	Agree
2	Our agency employees are creative and bright.	4.0800	.73416	Agree
3	The employees of our agency have the ability to develop new ideas and knowledge.	4.1200	.67090	Agree
4	The agency's employees have high experience in their jobs.	4.0600	.67898	Agree
Total Weighted Mean		4.0975	.63155	Agree
Structural Capital		Mean	S.D.	Rating
1	Our agency has an easily-accessible information system.	4.0900	.65281	Agree

2	Our agency invests a high proportion of its money in patent maintenance.	3.9500	.59246	Agree
3	Transaction end time is very low.	3.1800	.80879	Undecided
4	Organization is a bureaucratic nightmare.	3.1000	.97959	Undecided
Total Weighted Mean		3.5800	.49858	Agree
Relational Capital		Mean	S.D.	Rating
1	Our agency was informed by the opinions and suggestions of its customers, listening to them and solving their problems.	4.0800	.56282	Undecided
2	Our agency is interested in achieving the satisfaction and loyalty of customers and maintains good relations with them.	4.1600	.52647	Agree
3	The agency has a complete database about suppliers constantly updated.	4.1700	.60394	Undecided
4	Our agency is confident of the future with customers.	4.2700	.63333	Agree
Total Weighted Mean		4.1700	.47392	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Undecided (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

#### 1.4 On Organizational Performance

Table 1.4 shows the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of organizational performance. Under this category, employees’ assessment has total weighted mean scores of 4.1933 for Financial performance, and 4.1340 for Non-Financial Performance with standard deviations of .53459, and .52659 which are all rated as Agree, respectively.

Table 1.4 Extent of the knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of knowledge management infrastructure in terms of organizational performance

Financial Performance		Mean	S.D.	Rating
1	Return on investment of our agency is better than the previous years.	4.2900	.61259	Agree
2	Average profitability of our agency is better than the previous years.	4.1300	.51255	Agree
3	Profit growth of our agency is better than the previous years.	4.1212	.52160	Agree
4	Income growth of our agency is better than the previous years.	4.0822	.43100	Agree
Total Weighted Mean		4.1933	.53459	Agree
Non-Financial Performance		Mean	S.D.	Rating
1	Reputation of our agency from the point of view of the clientele has improved.	4.3600	.62159	Agree
2	Cost management of our agency is better than the previous years.	4.4200	.52455	Agree
3	Client satisfaction of our agency is better than the previous years.	4.3700	.53260	Agree
4	Quality development of our agency is better than the previous years.	4.1600	.42750	Agree
Total Weighted Mean		4.1340	.52659	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Undecided (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

2. Is there a significant difference in the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to their demographic profile?

Table 2.1 shows the differences in the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to gender. It can be gleaned from this table that the values of mean differences of all the sub-categories subsumed under the extent of knowledge management capability of National Commission on Muslim Filipinos

(NNCMF) in Region IX-B are not significant at alpha .05. Table 3.1 Differences in the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to gender

VARIABLES	Grouping	Mean	S. D.	Mean Difference	<i>t</i>	Sig.	Description
Knowledge management infrastructure	Male	4.2190	.43140	.04437	.473	.637	Not Significant
	Female	4.1747	.45551				
Knowledge management process	Male	4.0119	.33889	.05934	.716	.475	Not Significant
	Female	3.9526	.42183				
Intellectual Capital	Male	3.9810	.40679	.04890	.579	.564	Not Significant
	Female	3.9321	.40098				
Organizational performance	Male	4.1429	.50833	-.11868	-.899	.371	Not Significant
	Female	4.2615	.68527				

\*Significant at alpha 0.05

## 2.2 According to Age

Table 2.2 presents the differences in the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to age. It can be gleaned from this table that the values of F-ratios and P-values of all the sub-categories subsumed under the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B are not significant at alpha .05.

Table 2.2 Differences in the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to age

SOURCES OF VARIATION		Sum of Squares	df	Mean Square	F	Sig.	Description
Knowledge management infrastructure	Between Groups	.634	3	.211	1.067	.367	Not Significant
	Within Groups	19.017	96	.198			
	Total	19.652	99				
Knowledge management process	Between Groups	.180	3	.060	.380	.768	Not Significant
	Within Groups	15.193	96	.158			
	Total	15.373	99				
Intellectual Capital	Between Groups	.229	3	.076	.465	.708	Not Significant
	Within Groups	15.742	96	.164			
	Total	15.971	99				
Organizational performance	Between Groups	1.482	3	.494	1.258	.293	Not Significant
	Within Groups	37.678	96	.392			
	Total	39.160	99				

\*Significant alpha .05

### 2.3 According to Length of Service

Table 2.3 presents the differences in the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to length of service. It can be gleaned from this table that the values of F-ratios and P-values of all the sub-categories subsumed under the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) in Region IX-B are not significant at alpha .05.

Table 2.3 Differences in the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to length of service

SOURCES OF VARIATION		Sum of Squares	df	Mean Square	F	Sig.	Description
Knowledge management infrastructure	Between Groups	.621	3	.207	1.044	.377	Not Significant
	Within Groups	19.031	96	.198			
	Total	19.652	99				
Knowledge management process	Between Groups	.719	3	.240	1.569	.202	Not Significant
	Within Groups	14.655	96	.153			
	Total	15.373	99				
Intellectual Capital	Between Groups	.325	3	.108	.664	.576	Not Significant
	Within Groups	15.646	96	.163			
	Total	15.971	99				
Organizational performance	Between Groups	1.437	3	.479	1.219	.307	Not Significant
	Within Groups	37.723	96	.393			
	Total	39.160	99				

\*Significant alpha .05

#### 2.4 According to Status of Appointment

Table 2.4 presents the differences in the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to status of appointment. It can be gleaned from this table that, except for “Intellectual Capital” the values of F-ratios and *P*-values of all other subcategories subsumed under the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B are indeed significant at alpha .05.

Table 2.4 Differences in the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to status of appointment

SOURCES OF VARIATION		Sum of Squares	df	Mean Square	F	Sig.	Description
Knowledge management infrastructure	Between Groups	2.000	2	1.000	5.495*	.005	Significant
	Within Groups	17.652	97	.182			
	Total	19.652	99				
Knowledge management process	Between Groups	1.621	2	.811	5.717*	.004	Significant
	Within Groups	13.752	97	.142			
	Total	15.373	99				
Intellectual Capital	Between Groups	.654	2	.327	2.071	.132	Not Significant
	Within Groups	15.317	97	.158			
	Total	15.971	99				
Organizational performance	Between Groups	3.135	2	1.568	4.221*	.017	Significant
	Within Groups	36.025	97	.371			
	Total	39.160	99				

\*Significant alpha .05

#### 2.5 According to Educational Attainment

Table 2.5 presents the differences in the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to educational attainment. It can be gleaned from this table that, except for “Knowledge management infrastructure” the values of F-ratios and *P*-values of all other subcategories subsumed under the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B are not significant at alpha .05.

Table 2.5 Differences in the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to educational attainment.

SOURCES OF VARIATION		Sum of Squares	df	Mean Square	F	Sig.	Description
Knowledge management infrastructure	Between Groups	2.187	4	.547	2.974	.023	Significant
	Within Groups	17.465	95	.184			
	Total	19.652	99				
Knowledge management process	Between Groups	1.213	4	.303	2.034	.096	Not Significant
	Within Groups	14.161	95	.149			
	Total	15.373	99				
Intellectual Capital	Between Groups	.171	4	.043	.257	.905	Not Significant
	Within Groups	15.800	95	.166			
	Total	15.971	99				
Organizational performance	Between Groups	3.518	4	.880	2.345	.060	Not Significant
	Within Groups	35.642	95	.375			
	Total	39.160	99				

\*Significant alpha .05

3. Is there a significant correlation among the sub-categories subsumed under the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance?

### 3.1 Sub-Categories

Table 3.0 illustrates the correlation among the sub-categories subsumed under the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance. It can be gleaned from this table that the computed Pearson Correlation Coefficients (Pearson *r*) between these variables are indeed significant at alpha .05.

Table 3.0 Correlation among the sub-categories subsumed under the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance

Variables		Pearson <i>r</i>	Sig	N	Description
Dependent	Independent				
Organizational Performance	Knowledge management infrastructure	.578**	.000	100	High
	Knowledge management process	.494**	.000	100	Moderate
	Intellectual Capital	.643**	.000	100	High

\*Correlation Coefficient is significant at alpha .05

Correlation Coefficient Scales Adopted from Hopkins, Will (2002):

0.0-0.1=Nearly Zero; 0.1-0.30=Low; .3-0.5 0=Moderate; .5-0.7-0=High; .7-0.9= Very High; 0.9-1=Nearly Perfect

## Discussion

1. What is the extent of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) in Region IX-B based on their demographic profile?

### 1.1 On Knowledge Management Infrastructure

The respondents appear to agree that knowledge generation can be obtained through brainstorming sessions, which stimulate employees to come up with original ideas. The knowledge management infrastructure is rated as Agree or with High Extent. This idea is

consistent with the findings of Chavez (2023), which adds to the body of knowledge about various assessment techniques and strategies. They also concurred that knowledge storage allows staff members to freely access firm records and information. Employees at the agency are encouraged to share knowledge, and this information is then used to enhance productivity and create a more flexible strategic vision.

Knowledge management infrastructure capability, as defined by Masa'deh (2016), is the collective term for organizational structures and modular products that support knowledge management practices within a company. It falls into two categories: social infrastructure and technical infrastructure.

The findings of this study show that the employee respondents agreed that the National Commission on Muslim Filipinos (NNCMF) in Region IX-B encourages its staff to share ideas, attend conferences and employee training sessions, use brainstorming sessions with staff members to help solve agency problems, and inspire and motivate staff members.

Likewise, the National Commission on Muslim Filipinos (NNCMF) in Region IX-B encourages information and knowledge sharing between team members and the various units; employs mechanisms and means for knowledge exchange across individuals, groups, and organizational levels; permits employees to frequently share knowledge based on their experience; and allows them to share reports and official documents that they prepare on their own with agency members. Additionally, the NCMF in Region IX-B stores knowledge in knowledge bases, documents previous experiments in handbooks, and documents them through its data bases for future use.

### *1.2 On Knowledge Management Process*

The results simply suggest that organizational culture permits employees as a learning group from multiple sources at different times through the technological system which facilitates knowledge sharing. This idea is in line with the findings of (Murro, 2023) by preparing them to be productive collaborative partners in the new modality through the development of learner management skills, strategies for administering learning modules, and remote instructional support to close the learning gap and intensify programs pursuing livelihood and entrepreneurial opportunities. The knowledge management process is rated as Agree or with High Extent. IT infrastructure is very beneficial to the information sharing process. The establishment of a few management tiers and knowledge discovery are made easier by the organizational structure. The process of knowledge management involves the generation, upkeep, and renewal of data. According to eGain Corporation (2024), the process consists of six stages: prioritize, audit, capture, curate, deliver, and optimize.

Additionally, the National Commission on Muslim Filipinos (NNCMF) in Region IX-B has an organizational structure that promotes knowledge exchange and interpersonal interaction; decision-making is decentralized, which promotes knowledge creation and discovery among employees. However, out of all the items in this category, employee respondents gave the following categories average ratings of Agree: IT Infrastructure, Organizational Structure, and Organizational Culture.

### *1.3 On Intellectual Capital*

The agency's intellectual capital is scored as Agree or with High Extent, indicating that its personnel are highly skilled professionals with the capacity to generate novel concepts and insights. The agency offers a very low end time information system that is easily accessible. The organization also maintains an exhaustive database about suppliers and is quite watchful

of client feedback. The primary goal of knowledge management, according to Abualooush, Masa'deh, Bataineh, and Alrowwad (2018), is to enhance an organization's intellectual capital, which is defined as its "ability to generate creative and effective responses to its potential challenges facing it, in an ongoing manner."

As a result, the National Commission on Muslim Filipinos (NNCMF) in Region IX-B has an easily accessible information system, allocates a significant portion of its funds to patent maintenance, and has very short transaction end times. In addition, the organization is always aware of the opinions and suggestions of its clients, listening to them and resolving their issues; it is motivated to win their loyalty and satisfaction and uphold positive relationships with them; and it is optimistic about its future with clients.

On the other hand, from among the items under this category, employee-respondents rated the following categories as follows: on the average, Human Capital is rated as Agree, Structural Capital is rated as Agree, and Relational Capital is rated as Agree, respectively.

#### *1.4 On Organizational Performance*

The agency's non-financial and financial performance is improving over the previous year. Organizational performance is the capacity of an organization to achieve its objectives and maximize results. Both factors contributed to the agency's growth. This theory is congruent with the findings of (Sabdhani-Asiri, 2024) that academic leaders can enhance their self-assurance, communication skills, and overall effectiveness by utilizing these resources and tactics. It is the company's ability to achieve goals in a state of perpetual change (Miles, 2022). The respondents ranked the following categories out of all the things under this category: Financial Performance and Non-financial Performance are regarded as Agree and with High Extent, respectively, on average.

2. Is there a significant difference in the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance when data are categorized according to demographic traits?

##### *2.1 According to Gender*

Being a male employee may not necessarily put him in a vantage point towards perceiving the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B than his female counterpart, or vice versa. This idea is aligned with the findings of (Chavez, 2023). As asserted, gender-based humor posed a threat to community as it highlights hierarchy-enhancing social roles. The National Commission on Muslim Filipinos (NNCMF) in Region IX-B does not significantly differ in terms of knowledge management infrastructure, knowledge management process, intellectual capital, and organizational performance when data are sorted based on gender demographic profile. Regarding knowledge management infrastructure, knowledge management process, intellectual capital, and organizational performance, the NCMF in Region IX-B varies in terms of its level of knowledge management competence. The National Commission on Muslim Filipinos' (NNCMF) knowledge management competency in Region IX-B does not show any statistically significant mean differences for any of the subcategories. This indicates that employee respondents, male and female, do not differ in their perceptions towards the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) in Region IX-B. this idea is aligned with findings of (Chavez)

##### *2.2 According to Age*

When data are categorized by age demographic profile, there is no discernible variation in the level of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) Region IX-B with regard to intellectual capital, knowledge management process, infrastructure, and organizational performance. According to Pelenk's (2018) research, there was no significant difference found between information management and demographic characteristics. The result suggests that the respondents' demographic profile failed to detect any significant differences in the extent of knowledge management capability of the National Commission on Muslim Filipinos in terms of knowledge management infrastructure, knowledge management process, intellectual capital, and organizational performance.

### *2.3 According to Length of Service*

When data are categorized based on demographic profile in terms of length of service, there is no discernible difference in the level of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) Region IX-B with respect to knowledge management infrastructure, knowledge management process, intellectual capital, and organizational performance.

The gaps in the National Commission on Muslim Filipinos' (NNCMF) in Region IX-B's capacity for knowledge management with regard to organizational performance, intellectual capital, knowledge management process, and knowledge management infrastructure when data are sorted by length of service.

### *2.4 According to Status of Appointment*

When data are categorized according to demographic profile in terms of appointment status, there is a discernible difference in the level of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) Region IX-B in terms of intellectual capital, knowledge management process, infrastructure, and organizational performance. Assessing the level of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) Region IX-B in terms of organizational performance, knowledge management process, and infrastructure is easier for employee respondents who hold a permanent appointment status. The disparities in the National Commission on Muslim Filipinos' (NNCMF) Region IX-B knowledge management capacity with regard to organizational performance, intellectual capital, knowledge management process, and knowledge management infrastructure when data are categorized

The idea is in line with the conclusion of (Chavez, 2023) with the use of digital technology resources, data-driven strategies, pricing strategy, acquisition of new alternative skills, and expert status.

### *2.5 According to Educational Attainment*

When data are categorized according to demographic profile in terms of educational attainment, there is no discernible difference in the level of Knowledge Management Capability of National Commission on Muslim Filipinos (NNCMF) Region IX-B with respect to knowledge management infrastructure, knowledge management process, intellectual capital, and organizational performance. This notion is consistent with the findings of (Delos Reyes, 2023) Learning a new language can present a number of challenges, particularly for individuals who are native English speakers and are starting the process of learning the Filipino language. The variations in the National Commission on Muslim Filipinos' (NNCMF) Region IX-B knowledge management capacity

When data are categorized based on educational attainment, the knowledge management infrastructure, process, intellectual capital, and organizational performance all improve. This idea is consistent with the findings of Chavez (2023) regarding the use of digital technology resources, data-driven decision-making, pricing strategy, expert development, and the acquisition of new skills.

3. Is there a significant correlation among the sub-categories subsumed under the extent of knowledge management capability of National Commission on Muslim Filipinos (NNCMF) Region IX-B in terms of Knowledge management infrastructure, Knowledge management process, Intellectual Capital, and Organizational performance?

#### *4.1 Sub-Categories*

There is a strong positive correlation between the knowledge management process, intellectual capital, organizational performance, and the subcategories that make up the National Commission on Muslim Filipinos (NNCMF) Region IX-B's extent of knowledge management capability. the relationship between the subcategories that make up the National Commission on Muslim Filipinos (NNCMF) Region IX-B's knowledge management capability in terms of intellectual capital, organizational performance, knowledge management process, and knowledge management infrastructure

These findings suggest that the group of employee respondents who rated the organizational performance of the National Commission on Muslim Filipinos (NNCMF) Region IX-B as Agree or with High Extent, and the group of employee respondents who rated the knowledge management infrastructure, knowledge management process, and intellectual capital as Agree or with High Extent, respectively, are most likely the same group of employee respondents who rated the organizational performance of the NCMF) Region IX-B as Agree or with High Extent. For the time being, it is safe to state that there is a strong correlation between the subcategories that fall under the National Commission on Muslim Filipinos (NNCMF) Region IX-B's level of knowledge management capabilities.

#### **Conclusion**

The National Commission on Muslim Filipinos (NNCMF) Region IX-B workforce is adequately represented in terms of age, gender, duration of service, appointment status, and level of education. In terms of the organization's knowledge process, knowledge infrastructure, intellectual capital, and organizational performance, NNCMF Region IX-B, on average, has a high degree of knowledge management capability in relation to organizational survival and sustainability of competitive strength. Profile factors such as age, gender, length of service, and level of education do not considerably influence how employees evaluated NNCMF Region IX-B's level of knowledge management capability. The group of employee-respondents who rated the level of knowledge management capability of the National Commission on Muslim Filipinos (NNCMF) Region IX-B as Agree or with High Extent regarding organizational performance is most likely the same group that rated the level of knowledge management capability of the NNCMF Region IX-B as Agree or with High Extent regarding knowledge management infrastructure, knowledge management process, and intellectual capital, respectively. The knowledge management capability model proposed by F.O. Omotayo (2015) appears to be supported by this study. The knowledge management process, knowledge management infrastructure, intellectual capital, and organizational performance are the dimensions that make up this concept.

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