

Knowledge Management and Organizational Resilience as Predictors of Organizational Resilience Among SMEs in Tagum City

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Abstract

The study titled "Knowledge Management and Organizational Resilience towards Organizational Performance" explores the critical interplay involving knowledge management (KM) practices and organizational resilience (OR) in enhancing organizational performance (OP). Drawing on various theoretical frameworks and empirical studies, this research investigates how effective KM strategies, such as knowledge creation, sharing, and utilization, contribute to building resilient organizations capable of adapting to disruptions and sustaining performance levels. The study employs a quantitative method approach, incorporating quantitative surveys with professionals across diverse industries to evaluate the influence of knowledge management on organizational resilience, subsequently, on OP. Findings indicate that organizations with robust KM systems exhibit higher resilience, characterized by their ability to anticipate, prepare for, respond to, and recover from adverse situations. This resilience, in turn, positively influences overall organizational performance, leading to improved efficiency, innovation, and competitive advantage. The research underscores the importance of integrating KM and OR practices to foster an environment fostering ongoing learning and adaptability, ultimately driving sustained organizational success.

Keywords: master in business administration; knowledge management; organizational resilience; organizational performance; resource management; philippines

1. Introduction

Emerging organizational frameworks necessitated enhanced metrics to aid managerial decision-making and enable shareholders to accurately assess company performance. The inclusion of new non-financial metrics alongside financial indicators became increasingly crucial, offering enhanced insights to stakeholders. Recent studies have shown that assessing organizational performance involves more factors than previously believed and goes beyond simply examining traditional financial measurements. Studies have demonstrated that relying solely on financial metrics is inadequate in today's economy, emphasizing the need for broader performance measures (Novak, 2017, p. 1).

To achieve excellent organizational performance in today's fast-paced and competitive corporate climate, it is imperative to be able to adapt, innovate, and respond to changing situations. Therefore, the ongoing process of rethinking and refining strategies, coupled with the alignment of core values, is not merely desirable but absolutely essential to ensure that an organization remains resilient, relevant, and successful in achieving its objectives (Gabriela 2020, p. 1).

Although KM and OR have been the subject of several studies that have examined their individual effects on organizational performance, little study has been done to understand the combined effects of these factors on performance. For instance, the research conducted by Muthuveloo, R. et al. (2017) which concluded that properly managing knowledge has direct relationship to performance of organizations.

Additionally, the study by Fani, A.A. and Fard, H.D. (2018) found that knowledge management enhances the resilience of public organizations in Iran. It also aids managers in developing new opportunities, creating value, gaining competitive advantages, and improving performance to meet organizational goals and emerging needs.

The link between knowledge management, organizational resilience, and organizational performance has garnered increasing attention in the field of organizational management in recent years. Numerous research projects investigated the relationship between knowledge management and the effectiveness of organizations. According to a study, organizational resilience and the corporate performance of Port Harcourt's deposit money banks are positively and significantly correlated

(Oparanma, A.O. & Ulunma, E.P., 2019 p. 1).

Additionally, Addous et al. conducted an extensive literature review which revealed that knowledge management, encompassing both knowledge processes and infrastructure capabilities, significantly enhances all aspects of organizational performance, whether directly or indirectly (Addous et al., 2018, p. 1).

Furthermore, the study of Alharthy, A. et al. (2018), suggests that there is an established correlation between resilience capabilities and organizational performance. The ability of organizations to adapt to evolving environments is crucial for survival, and this adaptability can significantly impact their overall performance. Furthermore, Chakravarthy emphasizes the interconnectedness between a company's capacity to navigate complexity and its adaptability, highlighting that a high level of adaptability enhances the likelihood of long-term survival (Alharthy, A., et al., 2018, p. 5).

According to management literature, an organization's resilient qualities have significant effects on its ability to perform. Survival in today's dynamic landscape necessitates organizations to possess the capacity to adapt to continually changing environments. However, the manner in which an organization's adaptability influences its performance can vary (Alharthy, A. et al., 2018, p. 4).

Knowledge management involves all efforts directed toward leveraging knowledge to attain organizational objectives and resolve organizational challenges. It serves as an essential managerial function critical for sustaining a competitive lead and improving overall performance of the organization (Mansouri, Singh & Khan, 2018, p. 1397).

All four dimensions of knowledge management particularly the acquisition, sharing, storage, and utilization had a significantly positive influence on the resilience of an organization. Therefore, the study found that KM and its four dimensions enhanced organizational resilience in Iranian public organizations. It was also concluded that knowledge management helped Iranian public organizations to increase their organizational resilience (Sharma, 2019, p. 3102).

Knowledge Management, viewed as a strategic asset, plays a crucial role in achieving business objectives such as enhancing value, productivity, and achieving high performance. The sustainability of organizational competitive advantages hinges not only on possessing knowledge but also on effectively managing it (Kumbali & Irmis, 2023, p. 449).

On the other hand, just like the KM, Organizational Resilience also plays a vital role to sustain the organizational operations. According to Sajko et al. (2020), resilience is described as the ability to foresee, prevent, and respond to shocks arising from crises or disruptions. Resilient organizations allocate resources wisely, focusing on critical areas that contribute to their overall resilience. This includes investments in technology, training, redundancy, and contingency planning. Efficient resource allocation ensures that the organization has the necessary tools and capabilities to weather disruptions. (Rai et al., 2021, pp. 2).

This study is anchored to the Knowledge-Based View (KBV) Theory of Wernerfelt (1984) which involves understanding how an organization's knowledge assets can enhance its capacity to withstand and bounce back from adversity which results to a sustainable organizational performance. This perspective considers the unique and difficult-to-replicate firm-specific knowledge as the paramount strategic resource for companies. It emphasizes the importance of such knowledge in attaining a competitive advantage due to its distinctiveness and inimitability. (Imhanzenobe, J., 2021, p. 275).

This study is further supported by Teece, Pisano, and Shuen's (1994) Dynamic Capabilities Theory, which emphasizes an organization's capacity to utilize, develop, and adapt internal and external competencies in response to swiftly evolving environments. The Dynamic Capabilities Theory is often used to explain how some organizations can not only survive but thrive in the face of adversity, disruption, and uncertainty. It emphasizes the importance of an organization's ability to learn, innovate, and adjust to new challenges, which are critical components of organizational resilience. This theory suggests that organizations that can continuously develop and reconfigure their resources and capabilities will be better equipped to handle unexpected disruptions and maintain their competitive advantage (Teece, D. & Pisano, G. 1994, p. 6-7).

Attaining a competitive edge over the conventional product market approach can be achieved by prioritizing internal resources and capabilities through the application of the Resource-Based View (RBV) as well as the dynamic capability strategies. The RBV of the firm plays a crucial role in strategic management by contributing to the establishment of a lasting competitive advantage. Moreover, it serves as a precursor to emerging and significant domains such as Dynamic

Capabilities and the Knowledge-Based View (Banerjee, C.S., 2018, p. 604).

Another theory that this study is based on the Organizational Learning Theory which was formulated by Chris Agris and Donald Schon during the 1970s. The underlying premise of this concept is that individuals acquire knowledge and understanding through the process of making errors. Agris defines organizational learning as the systematic identification and rectification of errors. The concept of Organizational Learning Theory refers to the study and understanding of how organizations acquire, process, and apply knowledge in order to adapt and improve their performance over time. The primary objective of organizational learning is to enhance companies by means of effective knowledge management and comprehensive comprehension. The concept pertains to the utilization of systems and networks to aid the process of knowledge creation and transfer within an organizational context (Keenan 2023, p.1).

Organizational Learning Theory (OLT) serves as a mechanism through which organizations can effectively convert individual knowledge and experiences into a collective pool of organizational knowledge. This transformative process not only fosters a shared understanding within the organization but also enhances its overall adaptability and resilience in the face of changing circumstances (Basten, D. & Haamann, T., 2018, p.1).

Knowledge-Based View Theory has been influential in understanding why some firms outperform others in competitive markets. It encourages firms to look inward, assess their unique strengths, and develop strategies that leverage their distinctive resources and capabilities to gain a resilient, sustainable and competitive advantage. However, it's important to note that Knowledge-Based View Theory is just one perspective within the broader field of strategic management, and other theories and frameworks complement it in explaining organizational performance and competitive advantage. KBV Theory in this study is supported by Organizational Learning Theory, Knowledge-Based Theory and other propositions to provide a solid and comprehensive lens through which we can explore the intricate correlation among knowledge, resilience, and performance in SMEs, contributing valuable insights for both academic and the business sector's practical landscape.

Organizational performance is the dependent variable in this study, while knowledge management and organizational resilience are the independent variables. The first independent variable is knowledge management, defined by Mansouri, Singh, and Khan (2018) as encompassing all activities that utilize knowledge to attain organizational objectives and tackle environmental issues. It is a critical administrative function for sustaining competitive edge and improving organizational performance (Mansouri, A. et al., 2018).

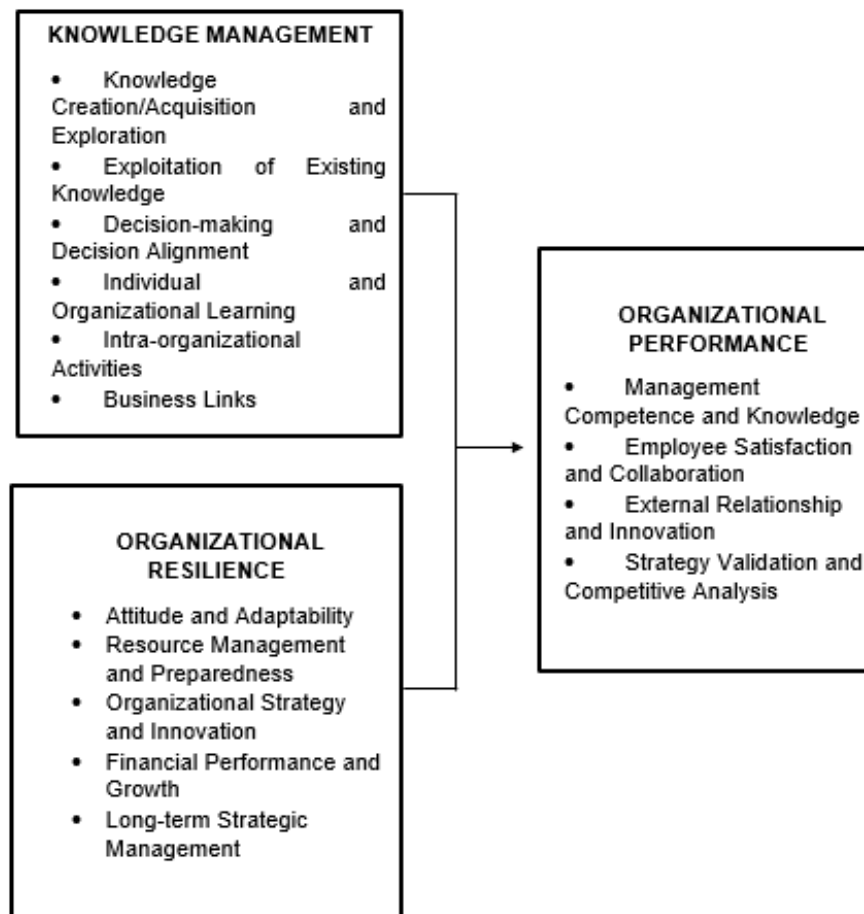
Also signifies acknowledging and utilizing the organization's collective knowledge to strengthen its competitiveness. It is with the following indicators: *Knowledge Creation/Acquisition and Exploration*, the process of learning involves creating, obtaining, and exploring new knowledge using people, publications, internet pages, and other sources; *Exploitation of Existing Knowledge* is a common practice of organizations which is applying knowledge and gaining its benefits in the performance of tasks; *Decision Making and Decision Alignment*, this includes evaluating the advantages and disadvantages of various selections and choosing the best option to achieve a desired result for the organization. *Individual and Organizational Learning* relates to the formal education, work experience, growing skills, and training provided by the company. Individual learning is a necessity for organizational learning, and organizational learning can only happen through learning individuals. *Intra-organizational activities* denote the interactions among departments, units, and individuals within an organization, such as collaboration in cross-functional teams for projects or the exchange of knowledge among individuals; and *Business Links* which is defined as the external relationship which is a commercially oriented connection between business and its stakeholders.

The second independent variable is organizational resilience, described by Ducheck (2020) as the capacity to anticipate potential threats, effectively respond to unforeseen events, and learn from these occurrences, thereby fostering a dynamic capability that supports organizational transformation. OR has the following indicators: *Attitude and Adaptability* refers to the willingness and capability of an organization to embrace change, overcome challenges, and swiftly adjust its mindset and operations in response to external disruptions; *Resource Management and Preparedness* is the effective allocation and utilization of resources, coupled with proactive planning and readiness measures, to enhance the organization's capability in surviving and recovering from unforeseen threats; *Organizational Strategy and Innovation* is defined as the development and implementation of forward-thinking plans and creative solutions that align with the organization's goals, fostering resilience through strategic foresight and adaptability. *Financial Performance and Growth* is the ability of an organization to maintain robust financial health, sustain profitability, and pursue strategic growth initiatives

as key components of its resilience in the face of economic fluctuations and uncertainties; and *Long-term Strategic Management* refers to the establishment and execution of comprehensive, flexible, and future-oriented strategies and plans.

The dependent variable in this research study is the organizational performance, which Wang, Bhanugopan, and Lockhart (2015) define as the central focus of all organizational activities, essential for the survival of organizations. There are four indicators under this variable: *Management Competence and Knowledge* refers to the proficiency and expertise of organizational leaders in effectively planning, organizing, and directing resources to achieve strategic goals, ensuring sound decision-making and efficient operations; *Employee Satisfaction and Collaboration* is defined as the extent to which employees feel content and engaged in their roles, fostering a collaborative workplace culture that enhances teamwork, communication, and overall productivity; *External Relationship and Innovation*, the organization's ability to establish and maintain positive external partnerships, coupled with a commitment to fostering innovation, ensuring adaptability to market trends and technological advancements; *Strategy Validation and Competitive Analysis* is the process of confirming the alignment of organizational strategies with goals and market demands, alongside a continuous evaluation of the competitive landscape to identify strengths, weaknesses, opportunities, and threats

Figure 1. Conceptual Framework of the Study



While numerous studies have explored the individual effects of managing the knowledge in an organization and its resilience towards organizational performance, a considerable research gap still exists in comprehending how these factors collectively influence organizational performance. Addressing this research gap can offer significant visions towards the strategic importance of knowledge management practices for building organizational resilience and driving performance. The findings can inform organizational decision-making, help refine existing theories, and provide practical guidelines for effectively managing knowledge resources in the globally dynamic business landscape today.

The aim of this study is to assess whether knowledge management and organizational resilience have a significant impact on organizational performance among SMEs. Specifically, this will assess the level of knowledge management in terms of Knowledge Creation/ Acquisition and Exploration, Exploitation of Existing Knowledge, Decision Making and Decision Alignment, Individual and Organizational Learning, Intra-organizational Activities; and Business Links.

Additionally, the study aims to gauge the level of organizational resilience in terms of *attitude and adaptability, Resources Management and Preparedness, Organizational Strategy and Innovation, Financial Performance and Growth, Long-Term Strategic Management*. Also, to assess the level of Organizational Performance specifically with the Management Competence and Knowledge, Employee Satisfaction and Collaboration, External Relationships and Innovation; and Strategy Validation and Competitive Analysis. Furthermore, the study aims to determine the significant relationships between knowledge management and organizational performance, and between organizational resilience and organizational performance. Lastly, to determine which domain of Knowledge Management and Organizational Resilience best predict Organizational Performance.

The results of this study offer valuable insights and a solid foundation on the connection between knowledge management and organizational resilience as predictors of organizational performance among Small and Medium size Enterprises (SMEs). The outcome of this study may contribute to the broader literature on organizational management and strategy. Understanding how SMEs harness knowledge and build resilience can provide valuable insights for businesses worldwide. It offers a roadmap for improving the adaptability and competitiveness of SMEs, which are the backbone of many economies, thereby fostering economic stability and growth on a global scale. Moreover, this research study complements to the existing body of knowledge concerning the intersection of knowledge management and resilience, which has broader implications for organizations across industries and sectors.

Furthermore, the result of this study may directly benefit the SMEs, entrepreneurs, and local communities in Tagum City, Davao del Norte. SMEs frequently encounter various challenges that can affect their sustainability and success. By highlighting the role of KM and OR in improving performance, this research equips SMEs with practical strategies to succeed in competitive markets, generate employment, and help in contributing to the socio-economic growth of their communities. Additionally, government agencies, industry associations, and support organizations can use the findings to tailor their assistance programs and policies to better support SMEs in building their capabilities.

Finally, the results of this research study may offer researchers in the future a foundation for expanding the scope of research concerning the variables examined in this study.

2. Method

2.1 Research Respondents

The respondents of this study included the SMEs situated in Tagum City. They are the SMEs that engage in manufacturing, trading and service industry that have an asset size of three million pesos (P3,000,000) up to one hundred million pesos (P100, 000,000) and an employment size of 10 up to 199 employees. Slovin's Formula, $n = N \div (1 + Ne^2)$, is used to determine the sample size (n), where (n) is the sample size, (N) is the population size, and (e) is the margin of error. To accommodate for non-response, an additional twenty percent (20%) allowance of the overall population is provided.

Simple random sampling was employed to select the respondents. This sampling method is frequently employed in surveys and quantitative research designs (Rahi, 2017). In this method, each individual or unit in the total sample size has an equal chance of being included in the study. It is argued that simple random sampling is advantageous for homogeneous and uniformly selected populations (Rahi, 2017, p. 79).

Tagum, officially recognized as the City of Tagum or simply Tagum City, is one of the first-class cities in Mindanao and the capital city of the province of Davao del Norte in the Philippines. It is the most populous component city in Mindanao with 296,202 people according to the 2020 census. The City has a constant growing economy with a rising number of business enterprises in various fields such as industry, agri-business and services. Tagum is considered one of the top livable cities in the Philippines. It is located approximately 55 kilometers from Davao City, it is also considered a primary economic and administrative hub of Region 11, it is roughly a 1 hour and 40 minutes of drive from Davao City.

2.2 Materials and Instruments

The researcher utilized a customized questionnaire as a survey tool, recognized as a standard method for gathering data to address specific issues in this study. The questionnaire was validated by a committee and underwent further validation by external experts. The external validators gave an overall mean score of 5, indicating a very high rating. The questionnaire items were pilot tested to evaluate their reliability and consistency using Cronbach's Alpha before actual data collection. The reliability test for Knowledge Management factors yielded a score of 0.905, considered excellent, while the score for Organizational Resilience was 0.883, also considered excellent. Similarly, Organizational Performance received a result of 0.859, which is also characterized as excellent. The adapted questions were derived from the study conducted by Frelas, M. (2017).

The first set of questionnaires dealt with the level of knowledge management of the selected SMEs in Tagum City with six indicators namely: Knowledge Creation/ Acquisition and Exploration, Exploitation of Existing Knowledge, Decision Making and Decision Alignment, Individual and Organizational Learning, Intra-organizational Activities; and Business Links. The instrument employed in this research study was modified and revised from the standardized Knowledge Management Questionnaire from the Robert Gordon University conducted by Frelas, M. (2017).

Respondents were asked to evaluate each item on the level of knowledge management using a five-point Likert Scale, with ratings anchored at (5) Strongly Agree, (4) Agree, (3) Neither Agree nor Disagree, (2) Disagree, and (1) Strongly Disagree. The parameter limits for the first independent variable are defined as follows:

Range of Means	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	This means that knowledge management is evident in the organization at all times.
3.40 – 4.19	High	This means that knowledge management is evident in the organization most of the time.
2.60 – 3.39	Moderate	This means that knowledge management is evident in the organization sometimes.
1.80 – 2.59	Low	This means that knowledge management is rarely evident in the organization.
1.00 – 1.79	Very Low	This means that knowledge management is never evident in the organization.

The second part of the survey tool focuses on examining the level of Organizational Resilience among SMEs in Tagum City. It is composed of five indicators namely: Attitude and Adaptability, Resources Management and Preparedness, Organizational Strategy and Innovation, Financial Performance and Growth, Long-Term Strategic Management. The research survey tool for this variable was adapted from Organizational Resilience research survey of Robert Gordon University, DInfSci completed by Frelas, M. (2017). The adapted questionnaire was further refined and simplified to align perfectly with the study's requirements.

Each item required respondents to gauge the level of knowledge management by means of the five-point Likert Scale ranging from (5) Strongly Agree to (1) Strongly Disagree. The parameters for the limits of the first independent variable are as follows:

Range of Means	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	This means that organizational resilience is evident in the organization at all times.
3.40 – 4.19	High	This means that organizational resilience is evident in the organization most of the time.
2.60 – 3.39	Moderate	This means that organizational resilience is evident in the organization sometimes.
1.80 – 2.59	Low	This means that organizational resilience is rarely evident in the organization.
1.00 – 1.79	Very Low	This means that organizational resilience is never evident in the organization.

The third part of the survey questionnaire is dedicated in evaluating the performance level of SMEs located in

Tagum City. It has four indicators namely, Management Competence and Knowledge, Employee Satisfaction and Collaboration, External Relationships and Innovation; and Strategy Validation and Competitive Analysis.

The research instrument utilized in this study was adapted and revised from the standardized Knowledge Management Survey tool of Robert Gordon University, DInfSci conducted by Frelas, M. (2017). The modified questionnaire was modified and made simpler to suit the study perfectly.

Similarly, the participants were requested to evaluate the level of Organizational Performance utilizing a five-point Likert Scale, anchored from (5) Strongly Agree (4) Agree (3) Neither Agree or Disagree (2) Disagree (1) Strongly Disagree.

The specific boundaries for the first independent variable are as follows:

Range of Means	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	This means that the Organizational Performance is very high.
3.40 – 4.19	High	This means that the Organizational Performance is high.
2.60 – 3.39	Moderate	This means that the Organizational Performance is moderate.
1.80 – 2.59	Low	This means that the Organizational Performance is low.
1.00 – 1.79	Very Low	This means that the Organizational Performance is very low.

2.3 Design and Procedure

The study employs quantitative research methods with a correlational design and regression analysis. These approaches were chosen to explore and understand the relationships between multiple variables. The variables are examined as they naturally occur without manipulation in this non-experimental study. The researcher explored alternative hypotheses to analyze correlations among different factors and presented findings and interpretations without constructing definitive causal assertions (Belli 2008, p. 60).

The data collection procedure relied on survey questionnaires. The study aims to assess how knowledge management and organizational resilience impact organizational performance among SMEs in Tagum City. It should be noted that the instrument used in this study has undergone a validation process by the experts. During the data gathering phase of this research, the researcher adhered to the appropriate steps and procedures following the approval of the panel members. The researcher has undergone the questionnaire validation process with the expertise from both internal and external validators. Additionally, a formal letter from the Dean of Graduate Studies at UM Tagum College was obtained, confirming permission and certification for conducting the research, thereby officially recognizing the study. The researcher then asked consent from the owners or managers of the selected participants to conduct the study to their organization.

Upon the approval, the letter of approval will seek to facilitate the researcher to run the survey instruments to the participants of the study. The researcher delivered the survey instrument to the participants personally and provided instructions along with the survey instrument and orientated them to ensure accurate completion and retrieval of the questionnaires. Moreover, the researcher has collected the accomplished survey instrument from the participants. The data collection process lasted from February 19 to March 1, 2024 which afterwards tabulated, analysed, and interpreted by the researcher using the prescribed tools. Finally, conclusion was drawn and recommendations were formulated based on the findings of the study.

The researcher employed the following statistical tool to examine and interpret the collected data: **Mean:** Utilized to assess the impact of external and internal environmental aspects affecting business performance among SMEs located in Tagum City. **Pearson r:** Employed to establish the important link between internal and external environmental factors and the operational performance among SMEs in Tagum City.

Multiple Regression Analysis: Employed to identify which specific domains of external and internal environmental factors significantly affect business performance.

A strict set of guidelines and steps were followed to ensure research ethics were upheld. Obtaining the necessary ethical clearance, as indicated by UMERC certification number, was one of them. This certification was required before beginning any data collection, confirming that our study followed the essential ethical provisions without going into detail about each clause. It must conform to the following norms: Voluntary participation, privacy and confidentiality, informed consent process, recruitment, risks, benefits, plagiarism, fabrication, falsification, conflict of interest, deceit, permission from organization/location, and authorship.

In the research method of withdrawal, it is important to emphasize that involvement is completely voluntary, and no one will be compelled or pressured to take part in the study. Additionally, participants have the right to withdraw their involvement at any time without facing any negative consequences or coercion. In order to uphold the privacy and confidentiality of participants' information, the researcher carefully evaluates the sensitivity of the data collected. Moreover, measures are taken to shield participants from potential risks, including psychological harm, social repercussions, and legal liabilities, among others.

Moreover, Participants' data will be stored securely for a period of approximately two (2) years or after the completion of the study, after which it will be securely disposed in accordance with established data disposal guidelines. All data will be stored on password-protected devices or cloud storage accessible only to the researcher and authorized personnel involved in the study. Personal identifiers will be anonymized or pseudonymized to prevent any potential identification of participants. The researcher is dedicated to adhering to all applicable regulations on maintaining data privacy, particularly the Data Privacy Act of 2012. Furthermore, the researcher will ensure that participants will freely agree to take part only after fully understanding all the relevant details of this study.

Informed consent ensures that the participants comprehend the research and its potential risks. This agreement will be recorded through a written consent form, signed and dated by the participants. Additionally, the consent form will use clear language to ensure understanding, minimize coercion, and allow the participant enough time to decide. The researcher will assess the suitability of identified recruitment parties/participants, which involves evaluating whether they are eighteen (18) years old and above and fall into one of two categories: they either own small and medium size enterprises and have been in ownership for a minimum of five years, or they are managers who have held their managerial roles for five years or longer.

This assessment ensures that the selected parties are capable of fulfilling the recruitment requirements effectively. The researcher will conduct an assessment that will involve a thorough examination of the risks associated with the study. To mitigate psychological risks, the researcher will basically screen participants for any pre-existing conditions and ensure that clear, comprehensive information is provided during the informed consent process. Moreover, safeguarding participant confidentiality and privacy will remain crucial to address social risks, along with offering fair compensation and establishing clear channels for participant feedback. In managing adverse events, clear reporting protocols will still be established, immediate support provided, and detailed documentation and review processes maintained.

Furthermore, effective communication with stakeholders and compliance with regulatory requirements are essential aspects of managing adverse events while upholding ethical standards throughout the study. The researcher will solicit suggestions from participants as to the non-material compensation offer that they prefer to receive such as skills training, seminars, and similar activities. Additionally, the researcher will prepare a comprehensive report summarizing the potential contributions of the study to generalizable knowledge and the efficacy of non-material compensation in addressing participant needs. Moreover, communicating the results of the benefits assessment to pertinent stakeholders, including participants, ethics review boards, and funding agencies, ensures transparency, accountability, ethical standards, and maximizing the positive impact of the study on both participants and the broader community.

To ensure the integrity of the research process, robust measures are enacted to prevent plagiarism. This includes the utilization of advanced plagiarism detection software such as Grammarly, Turnitin, or Plagiarism Detector to systematically scan all research materials for any traces of misrepresentation or unauthorized use of others' work. Furthermore, protocols that are established for plagiarism will be strictly followed. Moreover, comprehensive documentation of all sourced materials and rigorous peer review mechanisms further strengthen the integrity of the research outputs, ensuring that all contributions are appropriately attributed and originality is maintained throughout the study.

To safeguard against fabrication in the research process, the researcher implements strict to ensure the accuracy and integrity of data and results. This involves meticulous review of all research findings to detect any inconsistencies with existing literature and to verify the authenticity of data presented in the manuscript. Additionally, thorough peer review

processes and internal quality checks are instituted to scrutinize the methodology, data collection procedures, and conclusions drawn, thereby mitigating the risk of intentional misrepresentation and ensuring the validity of research outcomes.

To keep research honest and trustworthy, researcher take strong steps to make sure findings are accurate. Researcher carefully check all data and results to ensure they match real-world evidence and are not changed to fit certain theories. The researcher also reviews findings with a critical eye to make sure that there are no exaggerated claims or stretching the truth in our conclusions. This helps ensure that this research accurately represents what was found and does not mislead others. In addition, the researcher acknowledged the potential for conflicts of interest and have taken proactive measures to address them.

The researcher of this study declares no conflicts of interest that could influence the outcome or interpretation of the findings. Any potential conflicts of interest will be disclosed transparently in the publication of the research findings. Deceit may be employed in this study under specific circumstances where it is deemed necessary for the integrity of the research. However, any use of deceit will be minimal and strictly limited to situations where it is essential to prevent bias or distortion in participant responses. Every effort will be made to minimize the use of deceit, and alternative methods will be considered wherever feasible. Additionally, participants will be fully debriefed following their involvement in the study to ensure transparency and ethical treatment.

To ensure compliance with ethical standards, efforts will be made to obtain written consent from the relevant organization or location where the data will be collected. This involves identifying the appropriate authority within the organization that has the mandate to grant permission and coordinating with them well in advance to organize the research activities smoothly. By securing written permission from the organization, the researcher confirms that this research will be conducted with proper authorization and adherence to established protocols, thereby upholding ethical guidelines and respecting the interests of all stakeholders involved.

3. Results and Discussion

This section presents the findings, analysis, and interpretation of the study's discoveries. The data is presented in tables and textual formats. All inferential results were analysed and interpreted at a significance level of 0.05.

3.1 Level of Knowledge Management

Table 1 presents the level of Knowledge Management regarded as one of the independent variables in this study, along with the indicators of *Knowledge Creation/Acquisition and Exploration*, *Exploitation of Existing Knowledge*, *Decision-making and Decision Alignment*, *Individual and Organizational Learning*, *Intra-organizational Activities* and *Business Links*.

Table 1. *Level of Knowledge Management*

Indicators	Mean	SD	Descriptive Equivalent
Knowledge Creation/Acquisition and Exploration	4.714	0.285	Very High
Exploitation of Existing Knowledge	4.731	0.287	Very High
Decision-making and Decision Alignment	4.736	0.257	Very High
Individual and Organizational Learning	4.722	0.249	Very High
Intra-organizational Activities	4.808	0.186	Very High
Business Links	4.743	0.26	Very High
Overall	4.742	0.171	Very High

Table 1 summarizes the mean scores for Knowledge Management indicators among SMEs in Tagum City. As highlighted, the overall mean score is 4.742, indicating very high Knowledge Management, with a standard deviation of 0.171.

The results indicate that Knowledge Management is much observed. Among the six indicators, Intra-organizational Activities obtained the highest mean of 4.808 with a standard deviation of 0.186, described as very high. The indicator with

the lowest mean score is Knowledge Creation/Acquisition and Exploration with a mean of 4.714 and a standard deviation of 0.285, described as very high.

It is supported by Hayfa Y. Abuaddous et al. (2018, p. 1), the study asserts that organizational knowledge is among the most critical assets enabling organizations to achieve competitive advantages, sometimes surpassing the significance of financial resources and other tangible assets.

Furthermore, the findings are consistent with Mansouri, S., et al. (2018), who define KM as involving all activities that utilize knowledge to attain organizational objectives and aid the environmental constraints. They also highlight it as a crucial management function for sustaining competitive edge and improving organizational performance (Mansouri, Singh & Khan, 2018).

3.2 Level of Organizational Resilience

Table 2 illustrates the level of Organizational Resilience as the second independent variable in this study, with the following indicators: Attitude and Adaptability, Resource Management and Preparedness, Organizational Strategy and Innovation, Financial Performance and Growth, and Long-term Strategic Management.

Table 2. *Level of Organizational Resilience*

Indicators	Mean	SD	Descriptive Equivalent
Attitude and Adaptability	4.813	0.304	Very High
Resource Management and Preparedness	4.752	0.352	Very High
Organizational Strategy and Innovation	4.836	0.363	Very High
Financial Performance and Growth	4.759	0.327	Very High
Long-term Strategic Management	4.739	0.317	Very High
Overall	4.78	0.247	Very High

Table 2 illustrates the mean scores of the indicators of Organizational Resilience of SMEs in Tagum City. As shown, the overall mean score is 4.78, with a descriptive equivalent of very high and a standard deviation of 0.247. Organizational Strategy and Innovation has obtained the highest mean score of 4.836 with a standard deviation of 0.363. The Long-term Strategic Management has obtained the lowest mean score of 4.739 and a standard deviation of 0.317. All indicators of this variable are rated as very high.

In accordance with the findings of the study, Organizational Resilience is much observed among SMEs in Tagum City. It is strengthened by the study of Alharthy, A., et al. (2018, p. 5) which emphasizes the interconnectedness between a company's capacity to navigate complexity and its adaptability, highlighting that a high level of adaptability enhances the likelihood of long-term survival.

Furthermore, this statistical result is substantiated by the research study conducted of Rai et al. (2021, pp. 2) which emphasizes that resilient organizations allocate resources wisely, focusing on critical areas that contribute to their overall resilience. This includes investments in technology, training, redundancy, and contingency planning. Efficient resource allocation ensures that the organization has the necessary tools and capabilities to any possible disruptions.

3.3. Level of Organizational Performance

The level of organizational performance as dependent variable of this study is presented in Table 3, with following indicators Management Competence and Knowledge, Employee Satisfaction and Collaboration, External Relationship and Innovation, and Strategy Validation and Competitive Analysis.

Table 3. *Level of Organizational Performance*

Indicators	Mean	SD	Descriptive Equivalent
Management Competence and Knowledge	4.675	0.457	Very High
Employee Satisfaction and Collaboration	4.769	0.313	Very High
External Relationship and Innovation	4.82	0.274	Very High
Strategy Validation and Competitive Analysis	4.781	0.306	Very High
Overall	4.761	0.246	Very High

Presented in Table 3, the overall mean score is 4.761, with a descriptive equivalent of very high and a standard deviation of 0.246. It was computed from all the mean scores of the indicators. External Relationship and Innovation acquires a very high mean score of 4.82 with a standard deviation of 0.274. The Employee Satisfaction and Collaboration has acquired the lowest mean score of 4.769 and a standard deviation of 0.313. Overall, data indicates that Organizational Resilience among SMEs in Tagum City is very much observed.

This findings is supported by the study of Diamantidis and Chatzoglou (2019, p.4) which found that factors such as job environment, management support, adaptability, and intrinsic motivation significantly impact employee performance. They emphasize that enhancing management competence, fostering employee satisfaction and collaboration, and promoting innovation are critical for improving overall organizational performance. Their findings align well with the high levels of organizational performance indicated by the result of this study, particularly in areas like management competence and knowledge, employee satisfaction and collaboration, and external relationships and innovation

Additionally, the research conducted by Lee, M.T. & Raschke, R.L. (2018, p. 11) supports the result of this study which explains the connection between organizational culture and employee satisfaction, stating that a positive organizational culture boosts employee motivation and overall performance. They highlighted that organizations with a strong culture of innovation and employee engagement see better performance outcomes, resonating with the findings of high employee satisfaction and collaboration in the current study.

3.4 Significance on the Relationship of Knowledge Management and Organizational Resilience to Organizational Performance among SMEs in Tagum City

Table 4.1 reveals that all indicators of Knowledge Management on organizational performance had an average r -value of 0.215 and r^2 of 0.6050, with a probability value of 0.001 and a level of significance less than 0.05.

The relationship between knowledge management and organizational performance is evidenced by several significant correlations and regression results in the data. Specifically, indicators such as Knowledge Creation/Acquisition and Exploration, Decision-making and Decision Alignment, Individual and Organizational Learning, and Business Links within knowledge management show significant positive relationships with organizational performance. However, not all indicators were significant, suggesting that not every aspect of knowledge management contributes equally.

Table 4.1. *Significance in the Relationship of Knowledge Management and Organizational Resilience towards Organizational Performance*

Independent Variables	Dependent Variables	r-value	r^2	p-value	Decision
Knowledge Management	Organizational	0.317*	0.100489	< .001	Reject Ho
Organizational Resilience	Performance	0.731*	0.534361	< .001	Reject Ho

* $p < 0.05$

This results align to the study of Iqbal et al. (2019, p.59) which demonstrates that knowledge management (KM) processes enhance organizational performance both directly and indirectly by fostering innovation and building intellectual capital. These KM processes create a framework that allows for continuous improvement and competitive advantage within organizations.

Furthermore, Organizational Performance among SMEs in Tagum City is highly observed. Similar to the study of Al-Husseini, M. and Darwish, M. (2020), which also attained a high level of observance to Organizational Performance, this

study investigates how the process of creating knowledge enhances resilience in organizations and their performance, using data from Saudi banks. The results demonstrate the positive influence of knowledge creation on adaptability, agility, and innovation.

Further, table 4.2 shows that all indicators of Organizational Resilience on Organizational Performance which has an average r -value of 0.5446 and 0.3124306 r^2 with 0.001 probability value and are less than 0.05 levels of significance. Organizational resilience shows an even stronger relationship with organizational performance compared to knowledge management. All indicators of organizational resilience exhibit significant positive correlations with performance.

Table 4.2. *Significance in the Relationship between Organizational Resilience towards Organizational Performance*

Indicators	Dependent Variables	r-value	r^2	p-value	Decision
Attitude and Adaptability		0.438*	0.191844	< .001	Reject Ho
Resource Management and Preparedness		0.375*	0.140625	< .001	Reject Ho
Organizational Strategy and Innovation	Organizational Performance	0.592*	0.350464	< .001	Reject Ho
Financial Performance and Growth		0.586*	0.343396	< .001	Reject Ho
Long-term Strategic Management		0.732*	0.535824	< .001	Reject Ho

* $p < 0.05$

The findings of this study are corroborated by Saad et al. (2021, p. 7), who suggest that organizations with greater resilience are adept at retaining essential resources and capabilities, thereby maintaining a competitive advantage over the long term. Resilient organizations demonstrate enhanced adaptability to changes in the business environment, enabling sustained high performance.

Moreover, these findings are reinforced by Pisano (2019, p. 5), who argues that resilience empowers firms to adapt to environmental shifts and innovate by generating new ideas, products, and processes that enhance or sustain their competitive standing. Cultivating resilience within organizations encourages risk-taking, experimentation, and learning, all pivotal factors driving innovation.

3.5 Regression Analysis on the Domains of Knowledge Management that significantly Predict Organizational Performance

Table 5.1 depicts the regression analysis of the Knowledge Management domains which have a significant influence on Organizational Performance among SMEs in Tagum City. The computed F-value of 23.566 with the p-value of 0.001 reveal that Knowledge Management has a significant effect on Organizational Performance among SMEs, particularly in Tagum City.

Table 5.1. *Regression Analysis on the Influence of the Domains Organizational Resilience towards Organizational Performance*

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(constant)	2.170	0.405				
Knowledge Creation/Acquisition and Exploration	-0.269	0.070	-0.311*	-3.820	< .001	Reject Ho
Exploitation of Existing Knowledge	-0.116	0.056	-0.136*	-2.066	0.040	Reject Ho
Decision-making and Decision Alignment	0.357	0.063	0.373*	5.702	< .001	Reject Ho
Individual and Organizational Learning	0.385	0.071	0.390*	5.431	< .001	Reject Ho
Intra-organizational Activities	-0.051	0.072	-0.038	-0.705	0.481	Do not Reject Ho
Business Links	0.241	0.055	0.254*	4.379	< .001	Reject Ho
Dependent Variable: Organizational Performance						

*p<0.05

R-value = 0.581

r² = 0.337

F-value = 23.566

p-value < .001

The regression analysis results provide insights into the relationship between various indicators and organizational performance. The negative Beta coefficient (-0.311) indicates an inverse relationship with organizational performance. Despite being significant ($p < .001$), an increase in this domain may lead to a decrease in organizational performance. This suggests that excessive focus on acquiring new knowledge without effective utilization could be disadvantageous. Similarly, the negative Beta coefficient (-0.136) shows a small but significant inverse relationship ($p = 0.040$), indicating that overemphasis on exploiting existing knowledge may not necessarily translate to better performance.

The computed R-value of 0.581 suggests a moderate positive correlation between the predictors and the dependent variable (organizational performance). The R² value of 0.337 indicates that approximately 33.7% of the variance in organizational performance can be accounted for by the model, indicating moderate explanatory strength.

These findings are supported by research conducted by Al-Hakim and Hassan (2019, p.34), which specifically examined the impact of knowledge creation, acquisition, and exploitation on organizational performance. Their research found that effective management of these knowledge processes significantly enhances organizational outcomes, aligning with the regression analysis results where knowledge creation/acquisition and exploration, and exploitation of existing knowledge were significant predictors. This study emphasizes the importance of structured knowledge processes in improving decision-making and strategic alignment within organizations.

Additionally, these results aligns to a research studied by Iqbal et al. (2019, p.22), which examined the effects of knowledge management domains on processes and their direct relationship with organizational performance. The study highlighted that knowledge management procedures, including knowledge creation, acquisition, and exploitation, significantly impact organizational performance both directly and indirectly through innovation and intellectual capital.

3.6 Regression Analysis on the Domains of Organizational Resilience that significantly influence Organizational Performance

Table 5.2 presents the regression analysis of the Organizational Resilience domains that have a substantial influence on Organizational Performance among SMEs. The F-value of 111.095 with a p-value < 0.001 indicates that the overall regression model is statistically significant. This means that the combination of all the indicators of Organizational Resilience significantly predicts organizational performance.

Table 5.2. Regression Analysis on the Domains of Organizational Resilience that significantly influence Organizational Performance

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(constant)	1.180	0.169				
Attitude and Adaptability	0.055	0.036	0.068	1.509	0.132	Do not Reject Ho
Resource Management and Preparedness	-0.063	0.032	-0.090	-1.951	0.052	Do not Reject Ho
Organizational Strategy and Innovation	0.161	0.033	0.237*	4.930	< .001	Reject Ho
Financial Performance and Growth	0.203	0.033	0.269*	6.092	< .001	Reject Ho
Long-term Strategic Management	0.395	0.033	0.508*	11.870	< .001	Reject Ho

Dependent Variable: Organizational Performance

*p<0.01

R-value = 0.816

r² = 0.666

F-value = 111.095

p-value < 0.001

Among the indicators, Organizational Strategy and Innovation, Financial Performance and Growth, and Long-term Strategic Management have statistically significant p-values (< 0.001) and high t-values, indicating they have a substantial positive impact on organizational performance.

The R-value of 0.816 signifies a very strong positive correlation between Organizational Resilience and Organizational Performance, indicating that the predictors of Organizational Resilience are highly effective in explaining the variability in organizational performance. This underscores the importance of the included indicators in driving organizational success.

Although Attitude and Adaptability and Resource Management and Preparedness were not statistically significant individually, the overall model still explains a significant portion (66.6%) of the variance in organizational performance.

This findings is supported by the study of Cescon et al. (2022, p.15), which explores the importance of strategic management accounting practices. It indicates that careful adoption and implementation of strategic management techniques, such as strategic decision-making and competitor analysis, significantly optimize organizational performance. This aligns with the study's finding that long-term strategic management has the highest impact on organizational performance, reinforcing the critical need for strategic approaches to sustain and enhance performance.

4. Conclusion and Recommendations

This chapter presents the summary of the study, the conclusion based on the results, and the recommendations for future research related to this study.

4.1 Conclusion

The following conclusions are derived from this study on "Knowledge Management and Organizational Resilience as Predictors of Organizational Performance among SMEs in Tagum City"

First, the level of Knowledge Management is very high. The indicators of knowledge management, such as Knowledge Creation/Acquisition and Exploration, Decision-making and Decision Alignment, Individual and Organizational Learning, and Business Links, significantly predict organizational performance.

Second, the level of Organizational Resilience is very high. In this domain, indicators like Organizational Strategy and Innovation, Financial Performance and Growth, and Long-term Strategic Management also significantly predict organizational performance and are highly observed.

Third, the overall model including both knowledge management and organizational resilience explains a substantial 66.6% of the variance in organizational performance, indicating a strong predictive relationship. Fourth, while certain indicators like Intra-Organizational Activities and Resource Management and Preparedness were not individually significant, their combined effect within the overall model is substantial, highlighting the importance of a holistic approach to enhancing organizational performance.

4.2 Recommendation

The following recommendations are drawn from this study to address key areas for improvement and guide future actions for small and medium-sized enterprises (SMEs) in Tagum City:

SMEs in Tagum City can benefit significantly from enhancing knowledge management practices by focusing on strengthening Decision-making and Decision Alignment, Individual and Organizational Learning, and Business Links through targeted training and development programs. Additionally, improving knowledge creation, acquisition, and the exploitation of existing knowledge can be achieved by implementing comprehensive capability-building workshops. This will lead to better-informed decisions, increased innovation, and more robust business connections, ultimately improving organizational performance.

For strategic development in organizational resilience, investing in Organizational Strategy and Innovation, Financial Performance and Growth, and Long-term Strategic Management is essential. These areas have a significant impact on performance and can be strengthened through the development of frameworks and training programs aimed at improving resource management and adaptability. Enhancing these areas will ensure that SMEs are better prepared to face challenges and maintain performance under varying conditions.

Efforts may also be made to streamline internal processes and foster better internal collaboration, especially since Intra-organizational Activities had the lowest impact among knowledge management indicators. By focusing on better resource allocation and preparedness strategies, SMEs can enhance overall organizational resilience, considering that Resource Management and Preparedness had a marginal impact.

Future studies are suggested to explore the specific mechanisms through which knowledge management and resilience contribute to performance, considering external factors such as market conditions and technological advancements. Long-term studies could assess the sustained impact of these variables on organizational performance, while investigations into specific industries within the SME sector can uncover unique challenges and tailor solutions accordingly.

By focusing on these key areas, SMEs in Tagum City can enhance their organizational performance, ensuring long-term sustainability and competitive advantage. This study emphasizes the critical role of both knowledge management and organizational resilience in driving success and provides a roadmap for continuous improvement and strategic development.

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