

Organizational Knowledge and the Work Performance of Philippine Carabao Center (PCC) Contract of Service (COS) Employees

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Abstract. All public and private organizations rely on their human resources to help them unlock their potential. People perform successfully in the organization if they are linked with the mission, can use their knowledge and talents, and work as teams to maximize production. HR must understand the organization's mission, goals, and operations to stay competitive. The study's primary goal is to assess employees' knowledge of essential information that affects their work performance. This study focused on Contract of Service (COS) employees' organizational knowledge and work performance. The study included 48 COS personnel of the Philippine Carabao Centre (PCC) National Headquarters and Gene Pool at Science City Munoz, Nueva Ecija. The study indicated that organizational competence and knowledge improve with age and service. The job performance of new recruits and organizational success will improve with actions that strengthen their capacities.

Keywords: Contract of Service; Organizational Knowledge, Work Performance, Philippines

1. Introduction

People are the most important resources of an organization. It is said that human resources are the key source of the sustainable development of a business (Rowden, 2007). All organizations both from the public and private sectors rely most on their human resource and in return help them to unlock their capacity. It is said that people perform well in the organization if they are aligned with the mission of the organization, capable of using their individual knowledge and skills, and function as teams within and across the organization to achieve the highest level of productivity. In order for the employees to be successful in

contributing outputs for the organization, the organization must ensure first and foremost that their employees are knowledgeable on the overall operations of the organization. Moreover, they should have information about the mission, vision, core values, and the key result areas of the organization.

Human Resources knowledge of the mandate, objectives, and operations of the organization is very important for an organization to remain competitive and relevant. Human Resources are the key source of sustainable development of a business (Rowden, 2007). The knowledge of employees is an asset so that an organization will efficiently perform and attain its targets. Knowledge must be unique to the organization in order to afford a competitive advantage (Sharkie, 2003). Employees that are well informed of the operations of an organization will ensure a productive environment in such a way that employees can give their best work to attain their targets.

The knowledge possessed by individual employees can determine its impact on their job performance. According to various studies, many job performance deficiencies are due to a lack of communicated knowledge. Thus, knowledge sharing which is a readiness to learn from others is accepted as having a considerable impact on job performance (Chow, Ng, & Gong, 2012). This knowledge sharing is very important for individual employees to learn the organization and to obtain this knowledge sharing, a trusting environment has to be established to obtain the knowledge. Thus, knowledge management plays a very crucial role in the knowledge-sharing of employees in an organization. It is a critical factor affecting an organization's ability to remain competitive in the global marketplace. It is said that we can easily obtain information from different sources but employees must still rely on their co-workers for knowledge sharing to deal effectively with their work.

An organization with a very good knowledge-sharing environment for employees can create a sustainable competitive advantage. It is said that human resource is the key source of the sustainable development of a business (Rowden, 2007) because the collective knowledge of employees is the critical factor affecting an organization's ability to remain competitive in the global marketplace. Thus, knowledge-sharing has become a crucial issue in organizational development, job performance, and success (Jacobs & Park, 2009). It is damaging in an organization that has an issue of lack of appropriate knowledge which can lead to performance deficiency.

An organization should have unique knowledge in order to afford a competitive advantage. Moreover, it is important that an individual employee must possess organizational knowledge and this knowledge must become readily available to determine its impact on job performance. There are two forms of knowledge, explicit and tacit. The explicit knowledge is clearly identified, easily communicated without any vagueness, and is codified and stored in a database while tacit knowledge is the unspoken knowledge that resides in a person's head and is frequently difficult to explain or transfer (Bollinger & Smith, 2001).

To obtain the employees' knowledge of the different aspects of the organization, organizational learning is important. Organizational Learning is defined as the process of creating, retaining, and transferring knowledge within the organization. According to Argote, Lee, and Park (2021), with experience and time, an organization improves and gains knowledge that can better "increase production efficiency to develop beneficial investor relations. It is also observed that organizational learning takes place when members of the organization act as learning agents of the organization and is an ongoing learning experience.

The Philippine Carabao Center (PCC) is operating as an attached agency of the Department of Agriculture. It was created through the Republic Act 7307 in 1992 and became operational in 1993. It is mandated to conserve, propagate, and promote the Carabao as a source of milk, meat, draft power and hide to benefit the rural farmers. It is envisioned to become a premier research and development institution propelling sustainable growth of the livestock industry. The mission of the agency is to improve the general well-being and competitiveness of the livestock industry stakeholders through animal biotechnology and technology development, technology dissemination and knowledge resource management, active private sector participation, livestock-based enterprises, and policy reforms to sustain the development of livestock enterprises, thus ensuring socio-economic empowerment for nation-building.

The PCC is one of the many government agencies that engage the services of contract of service (COS) employees. According to the Civil Service Commission, a Contract of Service is the engagement of the services of an individual, private firm, other government agency, or non-governmental agency, to an international organization as a consultant, learning service provider, or technical expert to undertake special project or job within a specific period. Due to the limited number of plantilla position, government agencies including PCC engages the

services of COS employees to give support and augment to the manpower of the agency.

Being a Research and Development institution, human resource knowledge on the mandate, mission, vision and services of the agency is a very crucial factor for the employees to become an effective and efficient workforce. For them to be able to deliver the services, they need to have knowledge and familiarity with the information about the agency, the technicalities of their work, and the skills necessary to perform their respective tasks.

Accordingly, knowledge sharing within the organization is very crucial and it can be a challenge for the management. As human knowledge, skills, and intelligence are tacit and individually centered, they are not easily captured and processed for the benefit of the organization. Consequently, to ensure knowledge sharing is available in the organization, there should be excellent knowledge management which is seen as a significant component of a business strategy that has the ability to provide an organization with opportunities to manage new challenges.

The study is primarily concerned to understand how knowledgeable the employees are on the relevant and basic information needed to perform their duties and responsibilities and affect their work performance. Generally, this study dealt primarily with the relationship between Contract of Service (COS) employees' knowledge of their organization and their work performance. Specifically, it sought to answer the following specific problems:

1. How may the socio-demographic characteristics be in terms of age, sex, nature of work, and length of service of the COS employee respondents?
2. How may the performance evaluation for 1st semester of Fiscal Year 2022 of COS employee respondents?
3. What is the level of organization knowledge of COS employees in terms of the services and other relevant agency information?
4. Is there any relationship between the socio-demographic characteristic and their work performance evaluation?
5. Is there any relationship between the organizational knowledge of COS employees and their performance evaluation?

The importance of this study is to provide data and information on what is the level of organizational knowledge of COS employees of PCC. Similarly, discussions of this study will present the relationship of organizational knowledge in relation to the work performance of COS employees. Lastly, the findings of this study may provide empirical data for Human Resource Management Practitioners in need of secondary data as a reference for the review of related literature.

1.1. Theoretical Framework

Employee work performance is a relevant outcome measure of studies in the occupational setting. According to Viswesveran and Ones (2000), work performance is defined as a scalable action, behavior, and outcomes that employees engage in or bring about that is linked with and contribute to organizational goals. Hence, excellent work performance may be due to the deep organizational knowledge of an employee. To have a good understanding of the information of the agency including their tasks, knowledge management has become one of the major strategic uses of information transfer. According to Kridan and Goulding (2005), knowledge management can be perceived as a way to improve job performance, improved effective sharing and use of information within organizations, and an overall better way for organizations to become more innovative. This study deals with the employees' organizational knowledge and work performance evaluation of COS employees of PCC.

2. Methodology

This study used frequency count and correlation analysis. It described COS workers' age, sex, work, and tenure. The study will also examine whether socio-demographic data and organizational understanding of job performance evaluation ratings are related. SPSS will analyze secondary data. The socio-demographic variables, performance evaluation ratings, and agency knowledge test scores of COS workers were employed for this study.

The research instruments were the a) employee assessment tool developed by the Administrative and Financial Management Division. The said tool is a set of questions regarding relevant information about the agency and other related information that has relevance to the services of the agency; b) COS Performance evaluation data; and c) COS personal information using the Human Resource Management Information System.

This study employed a descriptive research approach to describe respondents' socio-demographic characteristics, including age, gender, nature of work, and service length. Pearson's Product Moment Correlation was utilized to examine the association between COS organizational knowledge and work performance evaluation for the first semester of Fiscal Year 2022.

This study used frequency counts, percentages, and averages for descriptive statistics. Pearson's r was used to determine if organizational knowledge and socio-demographic variables affect job performance. The data were analyzed using Statistical Package for Social Sciences (SPSS) Software.

2.1. Sampling Procedure

The information was gathered using the database available in the Human Resource Management Section. In choosing the respondents, the researcher obtained a list of all COS employees thru the Human Resource Management Information System (HRMIS). After obtaining the list, the researcher randomly selected the participants for the study. Likewise, the researcher obtained the scores of the assessment tool of randomly selected employees from the Head of the Administrative, Financial, and Management Division (AFMD) while the performance evaluation scores were obtained from the Human Resource Management Section.

2.2. Respondents

The respondents of this study were 48 COS employees of the Philippine Carabao Center (PCC) National Headquarters and Gene Pool at the Science City of Munoz, Nueva Ecija. The respondents were selected randomly based on the available secondary data obtained with permission from the individual units. Prior to data collection, respondents' consent was also sought, and they were assured that the information would be used exclusively for academic purposes.

3. Results and Discussion

3.1. Profile of the Respondents

Table 1. Distribution of Respondents According to Sex, Length of Service, Age and Nature of Work

| Characteristics | Frequency (n=48) | Percentage (%) |
|------------------------------|------------------|----------------|
| Sex | | |
| Male | 15 | 31.25 |
| Female | 33 | 68.75 |
| Length of service | | |
| Less than 1 month | 12 | 25.00 |
| 1 month to less than 1 year | 8 | 16.67 |
| 1 year to less than 2 years | 3 | 6.25 |
| 2 years to less than 3 years | 7 | 14.58 |
| 3 years to less than 4 years | 8 | 16.67 |
| 4 years or more | 10 | 20.83 |
| Age | | |
| 20 to 29 years old | 37 | 77.08 |
| 30 to 39 years old | 8 | 16.67 |
| 40 to 49 years old | 2 | 4.17 |
| 50 years old and above | 1 | 2.08 |
| Nature of work | | |
| Administrative | 32 | 66.67 |
| Technical (Researcher) | 16 | 33.33 |

The distribution of respondents by gender, duration of service, age, and nature of work is shown in Table 1. 68.75% of the respondents are female, while only 31.25 % are male. The majority of respondents have been employed by the agency for less than one month (25.00%), followed by those who have worked there for four years or more (20.83%). In terms of age, the majority of respondents are between 20 and 29 years old (77.08%), while only one (1) respondent is 50 years old or older (2.08%). The majority of respondents (66.67%) are administrative staff, while only 33.33% are technical staff.

3.2 Relationship between the Socio-demographic Characteristics and Work Performance of COS Staff

The relationship between the socio-demographic characteristics and work performance of COS personnel is depicted in Table 2. The result indicates that there is no correlation between sex and the character of work and COS staff work performance (job evaluation). However, age and length of service were discovered to have a significant correlation with the work performed.

Table 2. Correlation Metrics Between the Socio-demographic Characteristics and Work Performance of COS Staff

| | | performance rating | sex | length of service | age | nature of work |
|--------------------|---------------------|--------------------|-------|-------------------|-------|----------------|
| Performance rating | Pearson Correlation | 1 | .262 | .259 | -.055 | -.065 |
| | Sig. (2-tailed) | | .072 | .075 | .713 | .663 |
| | N | 48 | 48 | 48 | 48 | 48 |
| sex | Pearson Correlation | .262 | 1 | .131 | .117 | -.191 |
| | Sig. (2-tailed) | .072 | | .376 | .430 | .194 |
| | N | 48 | 48 | 48 | 48 | 48 |
| Length of service | Pearson Correlation | .259 | .131 | 1 | .325* | .277 |
| | Sig. (2-tailed) | .075 | .376 | | .024 | .057 |
| | N | 48 | 48 | 48 | 48 | 48 |
| age | Pearson Correlation | -.055 | .117 | .325* | 1 | -.136 |
| | Sig. (2-tailed) | .713 | .430 | .024 | | .357 |
| | N | 48 | 48 | 48 | 48 | 48 |
| Nature of work | Pearson Correlation | -.065 | -.191 | .277 | -.136 | 1 |
| | Sig. (2-tailed) | .663 | .194 | .057 | .357 | |
| | N | 48 | 48 | 48 | 48 | 48 |

3.3. Relationship between the Socio-demographic Characteristics and Work Performance of COS Staff

Table 3. Correlation Metrics Between the Socio-demographic Characteristics and Work Performance of COS Staff

| | | Scores | Performance rating |
|--------------------|---------------------|--------|--------------------|
| Scores | Pearson Correlation | 1 | .095 |
| | Sig. (2-tailed) | | .521 |
| | N | 48 | 48 |
| Performance rating | Pearson Correlation | .095 | 1 |
| | Sig. (2-tailed) | .521 | |
| | N | 48 | 48 |

Based on the table presented, there is no significant relationship between the organizational knowledge (test scores) and work performance (job evaluation) of COS staff.

4. Conclusions

The study used secondary data accessible through the Human Resource Management Section of the PCC. This study included 48 COS employees in order to examine the correlation between their work performance and agency-specific organizational knowledge. The majority of participants are female, as noted. The length of service varies considerably, with the majority of participants working for less than one month and more than four years, respectively. The majority of participants are between the ages of 20 and 29 and perform administrative tasks for the organization. The findings imply that actions that strengthen the capabilities of new hires will improve their job performance and the success of their organizations. Only age and length of service are substantially correlated in terms of the variables' correlation. On the basis of the findings and conclusions, it is suggested that future research on work performance include an examination of the relationship between employee engagement and organizational knowledge. In addition, it is suggested that future studies should include permanent employees in addition to COS personnel.

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