Demographic Characteristics, Administrative Leadership, Knowledge Management Processes, and Performance of City Administrators in the New Normal

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ABSTRACT

The decisions and actions of administrators can directly impact citizens' quality of life and the overall functioning of local communities. Effective leadership and knowledge management processes can be essential in this context, as they can help administrators navigate uncertainty, make informed decisions, and effectively manage resources in a rapidly changing environment. Despite the scarcity of research on the relationship between demographic factors, administrative leadership, knowledge management processes, and the performance of administrators in government organizations, this study aimed to determine the influence of these factors on the performance of administrators in the new normal of government organizations. There were 153 participants: administrators, heads of office, and unit heads of offices of the city government organizations. Descriptive correlational were used in the study. Frequency, percentage, mean, standard deviation, Pearson product-moment correlation, and multiple regression analysis were used to treat the data. The level of administrative leadership and knowledge management processes among administrators is very high, respectively. The administrators' level of performance in terms of their OPCR is very satisfactory. The demographic characteristics, administrative leadership, and knowledge management processes have a significant correlation and are important predictors of the performance of administrators that generate a linear model. These findings lead to the proposed intervention plan for the administrators, which can enhance the quality of life for citizens and contribute to the overall well-being of local communities by improving the performance of administrators and providing practical recommendations for effective decision-making and resource management.

Keywords: administrative leadership, demographic characteristics, knowledge management processes, new normal, performance of administrators.

INTRODUCTION

We believe leadership is enhanced when one consistently uses the larger picture as a source of meaning, avoids giving in to peer pressure, and views human life only in terms of numbers. To lead with empathy in an unpredictable, rapidly evolving crisis is to make oneself accessible to experience what it's like to be in another person's shoes. However, the terrible scale can also be depressing. Leaders will need to put themselves in other people's shoes, feel empathy and reason with intelligence, and then use their position of power to pave the way for the rest of the community. Though it is not a given, historical crises can produce leaders of historical note. For organizations, the current scenario necessitates a reconsideration of both the strategic and the actions that must be carried out. The overall impact of COVID-19 turned out to be worse than any recent critical economic, strategic, and political clashes happening around the world. The impact is not limited to human health this pandemic has affected every industry economically.

As a result, the current crisis necessitates the development of leadership and new knowledge application tactics, as well as new methods for interacting with dynamic capacities (Tomé & Gromova, 2021). Particularly, urgent "big bang" modifications under the most extreme time constraints were required due to worldwide changes in

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leadership and knowledge management systems that drove work practices. Because of this hurry, organizations have little time to plan, train, or test changes to previously unheard-of organizational procedures. For instance, many organizations found themselves implementing remote working practices with little time to prepare, think through alternative possibilities, and set up remote working with their employer and manager (Agerfalk et al., 2020). Therefore, the COVID-19 crisis is first and foremost a crisis of knowledge (Tomé & Gromova, 2021). Political leadership at the center is essential to sustain the complex political, social, and economic balance of adopting containment measures to reduce the impact of the pandemic while ensuring the provision of essential services. Such leadership is essential for maintaining citizens' trust in government. Institutions comprising the center of government (CoG) have played an important role in several countries during this current crisis, either directly through CoG bodies or by supporting decision-making bodies and coordination mechanisms.

In this new normal, more than just words should be said in favor of people's fundamental necessities taking precedence over political considerations. When managers or leaders work with a variety of individuals, we need to understand better ways to encourage cooperation and collaboration. Sincerity, transparency, and openness can go a long way toward winning the public's trust and confidence. To learn from mistakes, adapt, innovate, and change our techniques to fit the new normal, we all need to see outcomes and receive feedback, whether it is favorable or negative. Sharing information, exchanging data, and working together to plan and make decisions can give both the leadership and the people the power to turn this difficult situation around (OECD, 2021). Organization that is capable of achieving its objectives and knowing the most recent situation has prompted governments, states, and organizations of all kinds to search for practices and solutions to reduce the negative economic and social impacts of the crisis and to take precautionary measures by devising a number of administrative leadership methods and means to reduce and limit the economic losses of these organizations and to make a quick response to the internal and external environmental factors with the help of knowledge management processes to be able to meet good performance in the organizations in general.

Consequently, the researcher finds it necessary to gain a good understanding of administrative leadership (AL), knowledge management processes (KMPs), and the performance of administrators in the new normal of government organizations. Therefore, in today's organizations' leadership and knowledge management research, the subject of what constitutes administrative leadership is a hot topic, and the knowledge management process source has garnered a lot of attention. Despite the scarcity of research on the relationship between demographic factors, administrative leadership, knowledge management processes, and the performance of administrators in government organizations, this study aimed to determine the influence of demographic characteristics, administrative leadership, and knowledge management processes on the performance of administrators in the new normal of government organizations. These findings lead to the proposed intervention plan for the administrators, which can enhance the quality of life for citizens and contribute to the overall well-being of local communities by improving the performance of administrators and providing practical recommendations for effective decision-making and resource management.

METHODOLOGY

Table 1 for Administrative Leadership, the researcher used the following scoring guide:

Scores	Range	Qualitative Description	Interpretation
5	4.51-5.00	Strongly Agree	Very High
4	3.51-4.50	Agree	High
3	2.51-3.50	Neutral	Average
2	1.51-2.50	Disagree	Low
1	1.00-1.50	Strongly Disagree	Very Low

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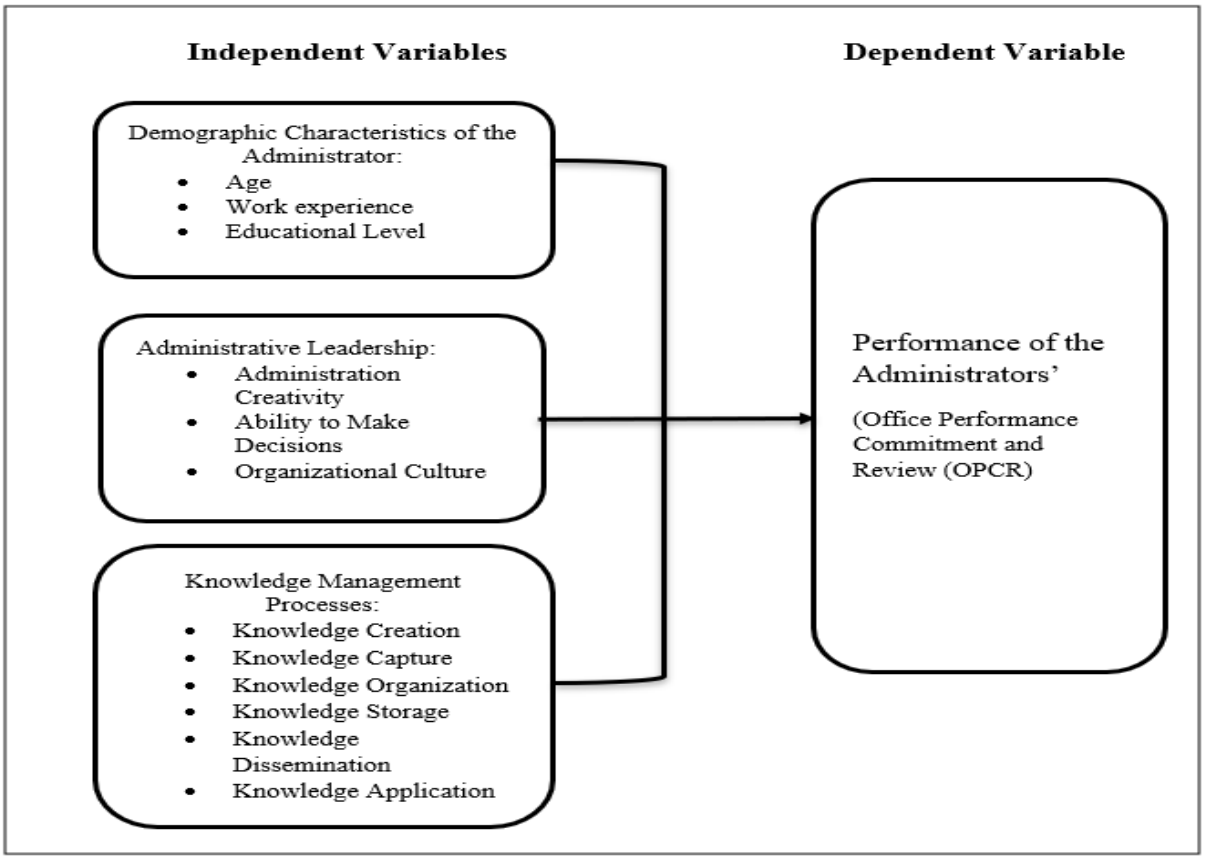

Figure 1. The Interplay of Variables

This study focused on Administrative Leadership, Knowledge Management Processes, and Performance of Administrators of government organizations. Moreover, Figure 1 of this study shows the relationship between the interplay of variables used in this study. It indicates that the dependent variable is the performance of the administrators. The demographic profile of administrators, administrative leadership, and knowledge management processes are the independent variables of this research. Descriptive correlational research helps identify associations and patterns in data, which can lead to the formulation of hypotheses and further research. The choice between these designs depends on the research question, the level of control and manipulation required, and ethical considerations (Stangor, 2014; Remler & Van Ryzin, 2021). This study also used structured and modified survey questions that allow for the collection of data that is easier to quantify, as the same questions were asked of all respondents. In answering all the research questions of the study, scores were summarized, tabulated, and computed using the mean and standard deviation. Developed by Likert, a 5-point Likert scale was used by respondents to rate the degree to which they agreed or disagreed with a statement (Sulliven & Artino, 2013). For Administrative Leadership and knowledge management processes, the researcher used the following scoring guide: For the performance of the administrators, the researcher employed the OPCR of the calendar year 2022 as the determinant. The participants of this study were the administrators, department heads, and sub-unit heads of office of government organizations in the two (2) Cities. The participants are permanent government employees and have met the prescribed qualification standards for certain positions prescribed by RA No. 7160. The administrators, department heads, and sub-unit heads of offices rated their level of administrative leadership, knowledge management processes, and performance as administrators towards government organizations.

There were 183 administrators, department heads, and sub-unit heads of offices in the two Cities, as the total population. Using a Raosoft calculator with a five percent (5%) margin of error, the sample size was determined to be one hundred fifty-three (153) respondents. The appropriate sample size for a multiple linear regression analysis depends on factors such as the number of independent variables, the desired level of significance, the effect size to be detected, the complexity of the model, data quality, and practical constraints. Stratified random sampling was employed in the context of multiple linear regression analysis to ensure that the sample used for the analysis is representative and reflective of the diversity within the population. The following statistical

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procedures were employed to answer the specific problems of the study after the tabulation of the survey instruments gathered: The data were subjected to appropriate statistical analysis using Statistical Packages for Social Sciences (SPSS) version 17.

The following statistical techniques were used in this study: For problem 1, to determine the demographic characteristics of the respondents, such as age, work experience, and educational level, frequency and percentage were used. It provides informative and summarized data sets and illustrates the interaction among sample data, statistics, and visual representation (Burrell & Motel, 2012; Creswell, 2014). For problems 2-4, to determine the level of administrative leadership, knowledge management processes, and performance among

administrators towards government organizations, the mean and standard deviation were used. It can use a wide variety of research methods to investigate one or more variables (McCombes, 2022). For problem 5, to correlate the level of performance of the administrators with their a. demographic profile, b. their administrative leadership, and c. knowledge management processes, Pearson's Product-Moment Correlation was used. Thus, it is commonly used for data that is normally distributed, according to Schober et al. (2018). The Pearson Product - Moment Correlation was used to evaluate the relationship between two or more variables, which may subsequently be measured (Mertler, 2014). Last, to address problem 6, to identify the variable that best predicts the effect of demographic characteristic, administrative leadership, and knowledge management processes on the performance among administrators in government organizations in the new normal, anova was used. The research tool that is most popular because they can be used in scenarios where there is more than one independent variable. It enables the researchers to determine connections between independent and dependent variables in their most basic form (Sarstedt & Mooi, 2014).

The primary purpose is to analyze how demographic characteristics (such as age, work experience, and educational level) and administrative leadership qualities relate to knowledge management processes and overall performance within government organizations. This research seeks to identify key elements that contribute to effective governance and service delivery during challenging times.

Table 2 Demographic Profile of the Public Administrators

Profile		Percent
Age		
30 and under	13	9
31-40	41	27
41-50	53	34
51 and Above Total	46	30
Total	153	100
Work Experience		
5 Under	13	9
5-10	17	11
11-15	38	25
16-20	45	29
20 Over	40	26
Total	153	100
Educational Level		
Technical/Vocational Training	2	1
Bachelor's Degree	49	32

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Master's Degree	44	29
Bachelor's Degree with Professional License	45	29
Master's Degree with Professional License	7	5
Ph.D. and ongoing with a Professional License	6	4
Total	153	100

Research Questions:

1. Demographic Characteristics: Investigates the age, work experience, and educational level of the city administrators.

2. Administrative Leadership: Assesses the level of Leadership in terms of creativity, decision-making ability, and organization culture.

3. Knowledge Management Processes: Evaluates the extent of knowledge creation, capture, organization, storage, dissemination, and application among administrators.

4. Performance Measurement: Measures administrator performance through Office Performance Commitment and Review (OPCR) metrics.

5. Relationships and Influences: Examines significant relationship between administrator performance and their demographic characteristics, leadership styles, and knowledge management practices.

6. Influencing Variables: Identifies which variables most significantly affect the performance of administrators in government settings.

This comprehensive approach aims to provide insights into enhancing administrative effectiveness in local government amidst evolving challenges.

Hypothesis

The following are the null hypotheses formulated in the study:

Ho_1: There is no significant relationship between performance and demographic characteristics of the administrators, administrative leadership (AL), or knowledge management processes (KMPs).

Ho_2: There is no variable that influences the performance of administrators in government organizations in the new normal.

RESULTS AND DISCUSSIONS

Demographic characteristics of the administrators

It is noteworthy and clear that a significant proportion of respondents (64%) are aged 41 years or above, while around one-third (30%) are aged 51 years or older. On the other hand, only a small percentage (9%) of respondents are below the age of 30. These findings indicate that the majority of the administrators are composed of experienced and mature individuals belonging to middle-aged or older demographic groups. As per the data collected, it was found that a considerable chunk (56%) of the administrators had been working for more than 15 years, while 36% worked five to fifteen years. Interestingly, only a small fraction (9%) had work experience of less than 5 years. This indicates that most of them are seasoned experts who have dedicated a significant portion of their lives to their respective fields. Furthermore, it appears that a considerable portion of the administrators (61%) have obtained a bachelor's and some possessing a professional license, 33% of them have master's degree with some possessing a professional license. It is worth noting that only a small fraction (1%) of the respondents had technical or vocational training as their highest educational qualification. Moreover, a

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meager 9% of the participants hold a PhD along with their professional license. This information emphasizes that most of them have advanced education and specialized expertise in their respective domains, rendering it valuable for local government offices' functions in seeking to enhance their services.

Summary of the Level of Administrative Leadership of the Administrators

Table 3 Summary of the Level of Administrative Leadership of the Administrators

Administrative Leadership	Mean	SD	Qualitative Description	Interpretation
Administrative Creativity	4.52	0.61	Strongly Agree	Very High
Ability to Make Decisions	4.57	0.56	Strongly Agree	Very High
Organizational Culture	4.55	0.56	Strongly Agree	Very High
Overall Mean	4.55	0.58	Strongly Agree	Very High

The three components of administrative leadership are administrative creativity, decision-making ability, and organizational culture. The mean scores for each dimension of a administration leadership are 4.52 and above, indicating a level of very high rating among administrators regarding their leadership abilities. The highest mean score is the Ability to Make Decisions (M = 4.57, SD = 0.56), followed closely by Organizational Culture (M = 4.55, SD = 0.56) and Administration Creativity (M = 4.52, SD = 0.61). These high mean scores suggest that administrator have a high level of administrative leadership and feel confident in their ability to lead and make decisions in the new normal. The qualitative description for each dimension is "strongly agree", indicating that administrators strongly believe in their leadership abilities in each of the three dimensions. Thus, results of the studies of Turkey & Aksoy (2016) and Manojlovich, et al. (2017) support the present study. They found that high scores on measures of leadership creativity and decision-making ability were positively associated with job satisfaction and organizational commitment. Empirically, the results of the study that show the relation-ship between transformational leadership and work performance by Almutairi (2016), analyzing about the mediation effect of orga-nizational commitment in the relationship of transformational.Additionally, Adeyeye & Bamgbade (2017) found that high scores on measures of organizational culture were positively associated with job satisfaction, better performance ratings, and increased commitment to the organization which in turn led to positive outcomes.

Summary of the Level of Knowledge Management Processes of the Administrators

Table 4 Summary of the Level of Knowledge Management Processes of the Administrators

	r	p-value	Interpretation
Demographic Profile			
Age	.751	.000	Significant positive strong correlation
Work Experience	.799	.000	Significant positive strong correlation
Educational Level	.638	.000	Significant positive strong correlation
Administrative Leadership			
Administration Creativity	.476	.000	Significant positive moderate correlation
Ability to Make Decisions	.422	.000	Significant positive moderate correlation
Organizational Culture	.498	.000	Significant positive moderate correlation
Knowledge Management Processes			
Knowledge Creation	.808	.000	Significant positive strong correlation
Knowledge Capture	.375	.000	Significant positive moderate correlation
Knowledge Organization	.518	.000	Significant positive strong correlation
Knowledge Storage	.771	.000	Significant positive strong correlation
Knowledge Dissemination	.860	.000	Significant positive strong correlation
Knowledge Application	.898	.000	Significant positive strong correlation

Note: r is interpreted using Cohen's Scale: -0.3 to +0.3 = Weak Correlation (W), -0.5 to -0.3 or +0.3 to +0.5 = Moderate Correlation (M), -0.9 to -0.5 or +0.5 to +0.9 = Strong Correlation (S), -1.0 to - 0.9 or +0.9 to +1.0 = Very Strong (VS)

This presents the mean, standard deviation, qualitative description, and interpretation of the level of knowledge management processes of administrators during the new normal. The results show that the administrators have

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a high level of knowledge of management processes in all dimensions, with an overall mean score of (M = 4.35, SD = 0.65), with a strongly agree qualitative description. The highest mean scores were obtained in the knowledge creation dimension (M = 4.47, SD = 0.60) and knowledge capture (M = 4.44, SD = 0.62), which indicates that administrators are capable of generating and collecting new knowledge. The mean score for knowledge organization, (M = 4.35, SD = 0.67), knowledge application (M = 4.34, SD = 0.67), and knowledge dissemination (M = 4.33, SD = 0.62) suggest that administrators are also efficient in organizing knowledge, using, and sharing knowledge to enhance organizational performance. Overall, the high mean scores with very high ratings suggest that administrators are well-equipped to manage knowledge during the new normal era, which can help organizations adapt to the changing environment. However, there is still room for improvement in knowledge storage, which can help them to effectively store knowledge. Several studies (Gibson & Gibbs, 2020; Lee & Choi, 2013; Alavi & Leidner, 2001) support the findings of this study.

The level of performance of the administrators in government organizations is measured in terms of Office Performance Commitment and Review (OPCR).

Table 5 Level of performance - OPCR

Adjectival Rating (AR)	Range of Numerical Rating	F	%
Outstanding	4.80-5.00	5	3.27
Very Satisfactory	4.00-4.79	135	88.23
Satisfactory	3.00-3.99	13	8.50
Unsatisfactory	2.00-2.99	0	0.00
Poor	Below 2.00	0	0.00
		153	100.00
	Mean = 4.40		
	SD = 0.33		
	AR = Very Satisfactory		

The performance of administrators in their OPCR is based on the Key Result Areas (KRAs) and Key Performance Indicators (KPIs) set by their agency (Civil Service Commission, 2017). The adjectival rating (AR) of the administrators' performance reveals that only a small percentage (3.27%) of the administrators had an "Outstanding" rating, while the majority of them (88.23%) had a "Very Satisfactory" rating, and some (8.50%) had “Satisfactory” rating. The administrators' overall performance is “Very Satisfactory” with a mean score of 4.40. Moreover, the findings of Cuenca & Abayan, 2018; Aguilar, 2019; and Quiambao, & Bautista, 2019 showed that the utilization of OPCR improved the performance of local government administrators, particularly with respect to meeting targets enhancing public services, and fostering accountability and openness in their work.

Table 6 Correlational Analysis on Performance of Administrators

Knowledge Management Processes	Mean	SD	Qualitative Description	Interpretation
Knowledge Creation	4.47	0.60	Strongly Agree	Very High
Knowledge Capture	4.44	0.62	Strongly Agree	Very High
Knowledge Organization	4.35	0.67	Strongly Agree	Very High
Knowledge Storage	4.17	0.69	Agree	High
Knowledge Dissemination	4.33	0.62	Strongly Agree	Very High
Knowledge Application	4.34	0.67	Strongly Agree	Very High
Overall Mean	4.35	0.65	Strongly Agree	Very High

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Correlational Analysis on Performance of Administrators

The correlations of the independent variables along with its subdomains toward the dependent variable Performance of Administrators (PM) were summarized. It was shown that all variables have significantly positive and moderate to strong correlations towards performance of administrators. The findings of this study conformed to the result presented by Hsu, Chen, & Cheng, (2013) that age, educational level, and experience have moderating effects on the relationship between their performance. Researchers discovered that older administrators typically have greater wisdom and experience, which eventually improves their ability to make decisions and overall performance. Moreover, the findings showed that people with higher levels of education had stronger communication skills, problem-solving skills, and strategic thinking abilities, all of which helped the administrators perform better overall.

Variables influence the performance of administrators in the new normal.

The Analysis of Variance (ANOVA) revealed a significant prediction of the independent variables towards the dependent variable, F-ratio = 869.699, $p < .05$. The coefficient of determination illustrates that 98.7% of the variances of the performance of administrators were accounted for and explained by the resulting regression model. The remaining 1.4% may be explained by other variables not included in the study.

Conclusively, the Performance of Administrators (PA) can be predicted and modeled as a Linear Equation:

$$\mathbf{Y' = 2.214 + 0.010X_1 + 0.017X_2 + 0.040X_3 + 0.112X_4 + 0.178\ X_5 + 0.026X_6 + 0.127X_7 + 0.138\ X_8 + 0.028\ X_9 + 0.098 + 0.125X_{12} + 0.090X_{13}}$$

where Y' = Performance of Administrators, X_1= Age, X_2 = Work Experience, X_3 = Educational Level, X_4 = Administrative Creativity, X_5 = Ability to Make Decisions, X_6 = Organizational Culture, X_7 = Knowledge Creation, X_8 = Knowledge Capture, X_9 = Knowledge Organization, X_{10} = Knowledge Storage, X_{11} = Knowledge Dissemination, and X_{12} = Knowledge Application.

CONCLUSION AND RECOMMENDATIONS

Based on the findings, the following conclusions are formulated:

The demographic profile of administrators in terms of their age indicates that the majority of the administrators are composed of experienced and mature individuals belonging to middle-aged or older demographic groups. In terms of their educational experience. Most of them are seasoned experts who have dedicated a significant portion of their lives to their respective fields. For the educational level, most of them have advanced education and specialized expertise in their respective domains, rendering it valuable for local government offices' functions in seeking to enhance their services.

The level of administrative leadership of administrators in terms of administration creativity, ability to make decisions, and organizational culture are very high. This indicates that they feel confident in their ability to lead and make decisions.

The level of knowledge management processes of the administrators is high in terms of knowledge creation, knowledge capture, knowledge dissemination, knowledge application, knowledge organization, and knowledge storage. It suggests that administrators are well-equipped to manage knowledge in the new normal, which can help organizations adapt to the changing environment. However, there is still room for improvement in knowledge storage, to ensure its effective utilization and achieve their goals.

The administrators' level of performance in terms of their OPCR is "Very Satisfactory" indicating that they are all capable administrators.

The Knowledge Management Processes in terms of Knowledge Application, Knowledge Dissemination, and Knowledge Creation were found to have the highest association, a significantly positive and strong correlation on the Performance of Administrators. The Knowledge Management Processes in terms of Knowledge Capture

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have the lowest association, followed by Administrative Leadership in terms of Administration Creativity, Ability to Make Decisions, and Organizational Culture have significant positive and moderate correlations, towards the Performance of Administrators.

The significant predictors of the Performance of Administrators are the Demographic Profile in terms of Age, Work Experience, and Educational Level; Administrative Leadership in terms of Administrative Creativity, Ability to Make Decisions Organizational Culture; and Knowledge Management in terms of Knowledge Creation, Knowledge Capture, Knowledge Organization, Knowledge Storage, Knowledge Dissemination, and Knowledge Application that generate a linear model. Thus, the model is given by the regression equation:

$$\mathbf{Y' = 2.214 + 0.010X_1 + 0.017X_2 + 0.040X_3 + 0.112X_4 + 0.178\ X_5 + 0.026X_6 + 0.127X_7 + 0.138\ X_8 + 0.028\ X_9 + 0.098 + 0.125X_{12} + 0.090X_{13}}$$

Recommendation

Based on the aforementioned findings and conclusions, the following are recommended:

It is suggested that administrators delve deeper into how specific demographic factors influence performance and whether other demographic factors could be considered. Further, administrators could explore which leadership styles and behaviors are most effective in driving performance and how they can be developed and supported in the organization.

It is encouraged that National & Local Government Executives continue to support and empower their administrators in their leadership roles. This could include providing opportunities for professional development and training to enhance their skills and knowledge in these areas. Additionally, government offices could consider implementing feedback mechanisms that allow administrators to receive input from staff and stakeholders on their decision-making processes and organizational culture, to continuously improve and adapt to changing circumstances.

It is suggested that the Officers of the National and Local Government continue to prioritize and invest in knowledge management practices. This could include providing additional resources and support for administrators to further enhance their knowledge storage capabilities, such as implementing advanced digital tools and systems for data management and analysis.

Awards and Recognition Committee of the National & Local Government Offices acknowledge and recognize the outstanding performance of their administrators. This could include providing incentives and rewards for high-performing administrators to motivate them to continue to excel in their roles.

Policymakers of the National & Local Government Offices may prioritize investing in leadership development and knowledge management practices, as well as recruiting and retaining administrators with strong demographic profiles. Furthermore, government offices may consider adopting policies and practices that support diversity and inclusion in their recruitment and retention efforts, to ensure a diverse and talented pool of administrators with a range of perspectives and experiences.

An intervention program through topics on leadership, knowledge management, and performance is recommended.

Intervention plan for enhancement of the leaders'/heads and sub-unit heads of offices and employees on leadership, knowledge management process, and administrative performance in the government organization in the post-pandemic.

Knowledge management: The 21st-century challenge. this educational advancement is crucial since it improves an organization's capacity for decision-making. This is done by ensuring that all employees have access to the collective knowledge housed inside the organization. besides, the program's goal is to provide participants with knowledge of the topic of sensemaking: a critical leadership capability. this entails being able to comprehend other viewpoints, determining what is crucial, and checking your understanding to ensure its accuracy. leaders

must be able to interpret the vast amount of information at their disposal, particularly in times of crisis. furthermore, an invaluable resource for navigating this new environment is strategic doing: ten skills for agile leadership.

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