

The Mediating Role of Knowledge-Sharing Behavior on the Relationship between Leadership Effectiveness and Employee Productivity in National Government Agencies

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Abstract

This study examined the mediating role of knowledge-sharing behavior in the relationship between leadership effectiveness and employee productivity among employees of National Government Agencies in Mati City, Davao Oriental. The study was anchored primarily on the Resource-Based View Theory and supported by Transformational Leadership Theory and the Theory of Planned Behavior. A quantitative, non-experimental, correlational, and mediational research design was employed. Using complete enumeration, 386 employees from nine participating National Government Agencies completed a standardized online questionnaire measuring leadership effectiveness, knowledge-sharing behavior, and employee productivity. Data were analyzed using descriptive statistics, Pearson product-moment correlation, multiple regression analysis, and the Sobel Test. Results showed very high levels of leadership effectiveness ($M = 4.61$), knowledge-sharing behavior ($M = 4.63$), and employee productivity ($M = 4.58$). Leadership effectiveness was significantly related to employee productivity ($r = 0.675$, $p < 0.001$) and knowledge-sharing behavior ($r = 0.528$, $p < 0.001$), while knowledge-sharing behavior was significantly related to employee productivity ($r = 0.747$, $p < 0.001$). Mediation analysis established that knowledge-sharing behavior fully mediated the relationship between leadership effectiveness and employee productivity, with approximately 96.2% of the total effect transmitted through knowledge-sharing behavior and a significant Sobel test result ($z = 9.544$, $p < 0.001$). The study concludes that effective leadership enhances employee productivity primarily by fostering knowledge exchange, collaboration, and organizational learning. Agency leaders and Human Resource Management Offices are therefore encouraged to institutionalize knowledge-sharing practices within leadership, learning and development, and performance management initiatives. The study supports SDG 8, SDG 9, and SDG 10 by promoting productive work environments, organizational learning and innovation, and equitable access to knowledge and opportunities. Its sustainability contribution lies in strengthening institutional, governance, socio-economic, and innovation capacities for sustained and responsive public service delivery.

Keywords: Employee Productivity; Governance Sustainability; Knowledge-Sharing Behavior; Leadership Effectiveness; National Government Agencies; Resource-Based View

1. Introduction

Public administration continues to face organizational challenges that affect the efficiency and responsiveness of government service delivery. National Government Agencies operate within environments characterized by bureaucratic inefficiencies, resistance to organizational change, rigid administrative procedures, limited responsiveness, and low employee motivation, which may adversely affect employee productivity and organizational performance (Zolak Poljašević et al., 2025). Although leadership effectiveness is recognized as an important organizational capability, there remains limited understanding of the process through which effective leadership translates into higher employee productivity, particularly in public-sector organizations. This study examines knowledge-sharing behavior as a potential mechanism linking leadership effectiveness and employee productivity among National Government Agencies in Mati City, Davao Oriental. It focuses on how leadership may foster the exchange of knowledge, experiences, skills, and expertise among employees and how such exchanges may contribute to improved productivity. By examining these relationships, the study seeks to provide evidence relevant to leadership development, knowledge management, organizational learning, and public-sector productivity.

National Government Agencies depend on competent, collaborative, and productive employees to deliver efficient, accountable, and responsive public services. Strengthening employee productivity is particularly important in the Philippine public sector, where government agencies are expected to provide excellent services while maintaining accountability, transparency, and efficient use of public resources (Capungan et al., 2026). The Philippine government has institutionalized mechanisms intended to improve government performance and service delivery. Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, requires government agencies to streamline procedures, improve efficiency, and provide responsive, citizen-centered services (Republic of the Philippines, 2018). The Anti-Red Tape Authority, together with the Civil Service Commission, implements the Report Card Survey to assess compliance with the Citizen's Charter, service quality, efficiency, responsiveness, and client satisfaction (Civil Service Commission, 2020; Republic of the Philippines, 2019). These monitoring initiatives were further strengthened through the Report Card Survey 2.0 (Philippine Statistics Authority, 2024). While such mechanisms assess agency performance and service outcomes, they provide limited explanation of the internal organizational processes affecting employee productivity. Leadership effectiveness and knowledge-sharing behavior therefore warrant examination as organizational capabilities that may help explain differences in productivity within government agencies.

Leadership effectiveness is an important organizational factor associated with employee productivity. In this study, it refers to a leader's capacity to inspire a shared vision, foster collaboration, empower employees, exercise influence, and establish a supportive work environment conducive to organizational goal attainment (Moss et al., 1994). Leaders exhibiting these behaviors can provide organizational direction, motivate employees, and establish conditions supportive of individual and organizational performance (Zia ud Din et al., 2024). Maravilla and Tuble (2025) similarly found that effective leadership positively influenced organizational commitment and employee productivity among employees of National Government Agencies in the Philippines. However, leadership may not independently account for productivity gains, particularly in organizations where information and expertise must be exchanged across employees and functional units. Knowledge-sharing therefore emerges as an important organizational behavior. It involves the voluntary exchange of work-related knowledge, experiences, skills, and information to improve individual and organizational productivity (Bartol & Srivastava, 2002). More specifically, knowledge-sharing behavior encompasses employees' willingness and actual practice of exchanging knowledge, experiences, skills, and expertise with colleagues to facilitate learning, collaboration, and organizational performance (Diaz, 2019). In government organizations, such behavior can support public service delivery by facilitating the exchange and application of organizational knowledge among public servants (Khuong et al., 2025). Taken together, the literature indicates meaningful relationships among leadership effectiveness, knowledge-sharing behavior, and employee productivity. Effective leadership can provide an environment conducive to collaboration and knowledge exchange, while knowledge sharing can transform individual expertise into organizational knowledge that facilitates coordination, learning, problem-solving, and productive performance.

At the broader public-sector level, government organizations operate under continuing pressure to improve productivity, organizational effectiveness, and service delivery. Existing literature emphasizes the importance of leadership and knowledge exchange in strengthening organizational performance, including within government organizations (Khuong et al., 2025). Within the Philippines, administrative reforms emphasize efficiency, accountability, transparency, and citizen-centered public service. Existing government performance mechanisms assess agencies according to service standards and organizational outcomes, but they provide relatively limited information regarding the internal organizational factors that shape employee productivity. At the local level, National Government Agencies in Mati City, Davao Oriental serve as implementers of national laws, programs, and development initiatives. Their employees must work collaboratively across functional areas while responding efficiently to citizens' needs. However, limited empirical evidence explains how leadership effectiveness and

knowledge-sharing behavior influence employee productivity among National Government Agencies within this specific setting. The study therefore focuses on employees of National Government Agencies operating in Mati City, the capital of Davao Oriental.

The study is primarily grounded in the Resource-Based View (RBV) Theory (Barney, 1991), which proposes that organizational performance depends on the effective development and utilization of valuable internal resources. Within National Government Agencies, leadership capability, employee expertise, and knowledge-sharing practices represent intangible organizational resources that can contribute to employee productivity. The conceptual relationship positions Leadership Effectiveness as the independent variable, Employee Productivity as the dependent variable, and Knowledge-Sharing Behavior as the mediating variable. Leadership effectiveness is expected to foster knowledge sharing, allowing individual knowledge and expertise to become collective organizational capability and thereby supporting coordination, problem-solving, and productivity. The framework is also supported by Bass's (1985) Transformational Leadership Theory, which explains how leaders inspire, motivate, and empower employees to pursue organizational goals beyond individual self-interest. Through trust, collaboration, and open communication, transformational leadership can create an environment conducive to the exchange of knowledge, ideas, and experiences. The Theory of Planned Behavior (Ajzen, 1991) further supports the role of knowledge-sharing behavior. It proposes that behavior is influenced by attitudes, subjective norms, and perceived behavioral control. Employees are therefore more likely to share knowledge when they recognize its value and perceive organizational conditions as supportive of such behavior. Knowledge sharing may consequently enhance collaborative learning, problem-solving, and employee productivity. Thus, the framework proposes both a direct relationship between leadership effectiveness and employee productivity and an indirect pathway in which leadership effectiveness promotes knowledge-sharing behavior, which subsequently contributes to employee productivity. Although previous studies have demonstrated relationships among leadership effectiveness, knowledge-sharing behavior, and employee productivity, the organizational mechanism through which leadership translates into productivity remains insufficiently explained. Establishing that leadership and productivity are associated does not determine how effective leadership produces improvements in employee performance. This limitation is more evident within Philippine public-sector organizations, where empirical evidence examining knowledge-sharing behavior as a mediator remains limited. Particularly among National Government Agencies in Mati City, there is insufficient context-specific evidence explaining whether leadership contributes to employee productivity directly or whether its influence operates through employees' knowledge-sharing behavior. Accordingly, the study examines whether effective leadership promotes employee productivity by encouraging employees to exchange knowledge, expertise, skills, and experiences. Consistent with the RBV perspective, leadership is treated as a valuable organizational resource whose contribution to performance may depend on its capacity to develop organizational capabilities such as knowledge sharing. Addressing this gap extends the application of the Resource-Based View Theory within the Philippine public sector and provides evidence that may inform leadership development, organizational learning, knowledge management, employee development, and future research in public administration and organizational management.

The study is aligned with SDG 8 – Decent Work and Economic Growth because it examines how leadership effectiveness and knowledge-sharing behavior may contribute to employee productivity and a supportive and productive work environment. It also supports SDG 9 – Industry, Innovation and Infrastructure by emphasizing knowledge sharing as an organizational mechanism that encourages learning, innovation, and improved public service delivery. Furthermore, the study relates to SDG 10 – Reduced Inequalities through its emphasis on inclusive leadership and equitable access to organizational knowledge and opportunities among employees. Collectively, these alignments position effective leadership and knowledge-sharing practices as organizational mechanisms that can contribute to a more productive, innovative, and inclusive public sector.

The study contributes primarily to institutional, governance, socio-economic, and innovation sustainability within the public sector. From an institutional and governance perspective, understanding how leadership and knowledge-sharing behavior interact can help government agencies strengthen internal organizational capabilities needed for sustained service delivery, accountability, responsiveness, and organizational learning. From a socio-economic sustainability perspective, improving employee productivity supports the capacity of government institutions to use human and organizational resources efficiently while maintaining quality public services. Knowledge-sharing behavior also contributes to innovation sustainability because organizational knowledge is preserved, exchanged, and applied across employees rather than remaining concentrated within individuals. The study therefore connects public administration, leadership, human resource management, organizational behavior, and knowledge management. Its multidisciplinary contribution lies in explaining how leadership-related organizational resources can be translated into sustainable institutional capability through knowledge sharing, thereby supporting productivity and continued improvement in government service delivery.

The study determines whether knowledge-sharing behavior mediates the relationship between leadership effectiveness and employee productivity among employees of National Government Agencies in Mati City, Davao Oriental. It assesses the levels of leadership effectiveness, knowledge-sharing behavior, and employee

productivity, examines the significant relationships among these variables, and tests the mediating effect of knowledge-sharing behavior.

2. Material and methods

2.1 Research Design

The study employed a quantitative, non-experimental, correlational, and mediational research design. It examined the relationship between leadership effectiveness and employee productivity and determined whether knowledge-sharing behavior mediated this relationship. Data were collected from respondents once during the study period. Correlational analysis was used to assess relationships among the variables, while mediation analysis determined whether knowledge-sharing behavior significantly mediated the relationship between leadership effectiveness and employee productivity.

2.2 Locale of the Study

The study was conducted among National Government Agencies located in Mati City, Davao Oriental, including eligible satellite offices. Formal requests were submitted to selected agencies, of which nine National Government Agencies approved participation in the study.

2.3 Respondents of the Study

The respondents were employees of the participating National Government Agencies in Mati City, Davao Oriental. Eligible respondents were required to have worked in their respective agencies for at least six months. Employees with less than six months of work experience, regardless of employment status, were excluded because they might not yet have sufficient experience to assess leadership effectiveness and employee productivity. Respondents were also allowed to withdraw at any stage of data collection, including in circumstances involving resignation, transfer, or health-related concerns.

2.4 Sample and Sampling Procedure

The nine participating agencies had an accessible population of approximately 537 employees. A complete enumeration approach was adopted by inviting all eligible employees within the accessible population, thereby minimizing sampling bias (Creswell, 2014). Participation remained voluntary, and the final sample consisted of 386 employees who completed the online questionnaire, representing a 71.88% response rate. The Department of Health – Provincial Office had the fewest respondents, with 23 employees, while DepEd – Schools Division Office (SDO) DavOr had the largest number, with 132 respondents.

2.5 Research Instrument

A standardized survey questionnaire served as the primary data collection instrument. It consisted of four sections. The first collected demographic information, while the remaining sections measured knowledge-sharing behavior, leadership effectiveness, and employee productivity using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Mean scores were interpreted using equal intervals of 0.80. Scores from 4.21 to 5.00 were interpreted as Very High, 3.41 to 4.20 as High, 2.61 to 3.40 as Moderate, 1.81 to 2.60 as Low, and 1.00 to 1.80 as Very Low. Knowledge-sharing behavior was measured using an instrument adapted from Diaz (2019), covering Attitude About Knowledge Sharing, Subjective Norm Towards Knowledge Sharing, Perceived Behavioral Control Towards Knowledge Sharing, Knowledge Sharing Intention, and Actual Knowledge Sharing Behavior. Leadership effectiveness was measured using an established measure adapted from the Leader Effectiveness Index Manual (1994) by Moss, Jr. et al. The instrument assessed the leader's ability to inspire a shared vision and establish organizational standards, foster unity and collaboration while recognizing contributions, exercise authority effectively and permit others to act, exert external influence to establish an appropriate organizational context, create an environment conducive to work, and address the job-related needs of organizational members. Employee productivity was measured using an evaluation scale adapted from Meydita et al. (2020), covering Work Quality, Work Quantity, and Time Punctuality. Experts in public administration, organizational management, and research methodology validated the questionnaire. Reliability was assessed using Cronbach's alpha coefficient. The Leadership Effectiveness scale obtained a coefficient of 0.911, Knowledge-Sharing Behavior obtained 0.908, and Employee Productivity obtained 0.927, indicating excellent internal consistency.

2.6 Data Gathering Procedure

Data were collected exclusively through a structured online questionnaire administered via Google Forms. Before data collection, the instrument underwent expert validation to establish its content validity and relevance to the target population, and all research documents were reviewed and approved by the University of Mindanao Ethics Review Committee (UMERC). Following approval from the Heads of Offices of the participating National Government Agencies, recruitment was conducted solely by the researcher. Human Resource Officers, Planning Officers, and other authorized research focal persons assisted only in distributing the survey link to eligible employees and were not involved in participant selection, response monitoring, or access to completed

questionnaires. Electronic informed consent was obtained before respondents accessed the survey. The questionnaire was presented in English with Filipino translations and contained information regarding the study's procedure, purpose, potential risks and benefits, safeguards, and participants' rights. Respondents could decline participation, skip questions, or withdraw at any time without penalty.

2.7 Data Analysis Techniques

Following data collection, the responses were analyzed by a qualified statistician using appropriate statistical software. Descriptive statistics were used to summarize the data. Pearson product-moment correlation was employed to determine the relationships among leadership effectiveness, knowledge-sharing behavior, and employee productivity. Multiple regression analysis and the Sobel Test were used to assess the mediating effect of knowledge-sharing behavior and its predictive influence on employee productivity. The results were interpreted according to the objectives of the study.

2.8 Ethical Considerations

The study adhered to the ethical guidelines of the University of Mindanao Ethics Review Committee (UMERC). Participation was voluntary, and electronic informed consent was secured from all respondents. The survey did not require respondents to sign in, provide email addresses, or disclose personally identifiable information. Responses were transmitted directly to the researcher and stored anonymously in a password-protected Google Drive account before being transferred to encrypted, password-protected files for analysis. Data were retained only for statistical analysis and report preparation before permanent deletion. Findings were reported only in aggregate form to prevent identification of individual respondents, offices, or agencies. The study involved minimal risk, and measures were implemented to protect participant privacy, confidentiality, and data security. The researcher declared no financial, personal, or professional conflicts of interest and held no supervisory authority over the participants. These procedures ensured voluntary participation, informed consent, confidentiality, protection from harm, and responsible data management throughout the study.

3. Results and Discussion

3.1 Levels of the Study Variables

3.1.1 Leadership Effectiveness

Leadership effectiveness was rated Very High, with an overall mean of 4.61 and a standard deviation of 0.523. Among the dimensions, inspiring a shared vision and establishing standards for organizational development obtained the highest mean of 4.65 (SD = 0.562). Establishing an environment beneficial for working followed with a mean of 4.62 (SD = 0.577), while exercising power effectively and encouraging others to act obtained 4.61 (SD = 0.575). Exerting external influence to establish the appropriate organizational context recorded 4.60 (SD = 0.574). Fostering unity, collaboration, and ownership while recognizing individual and team contributions and satisfying employees' job-related needs both obtained the lowest mean of 4.58, with standard deviations of 0.609 and 0.602, respectively. All dimensions remained within the Very High level. The findings indicate that employees generally perceived their leaders as capable of providing strategic direction, empowering employees, and creating a supportive work environment. The strong rating for shared vision reflects the Transformational Leadership Theory (Bass, 1985), which emphasizes leaders' ability to inspire, motivate, and empower employees toward shared organizational goals. The result is coherent with Zen et al. (2023), who reported that leaders who articulate a compelling vision strengthen employee commitment, collaboration, and organizational effectiveness. Likewise, Dhar and Mishra (2001) emphasized that employee recognition and supportive leadership strengthen organizational commitment by making employees feel valued, while Kim et al. (2025) found that empowering leadership enhances employee performance by encouraging collaboration, participation, and knowledge sharing. The relatively lower ratings for employee recognition and individualized support suggest areas in which leadership practices may still be strengthened.

3.1.2 Knowledge-Sharing Behavior

Knowledge-sharing behavior was rated Very High, with an overall mean of 4.63 and a standard deviation of 0.487. Attitude Towards Knowledge Sharing obtained the highest mean of 4.76 (SD = 0.500), followed by Knowledge Sharing Intention at 4.68 (SD = 0.531), Subjective Norm Towards Knowledge Sharing at 4.65 (SD = 0.517), and Actual Knowledge Sharing Behavior at 4.55 (SD = 0.528). Perceived Behavioral Control Towards Knowledge Sharing obtained the lowest mean of 4.51 (SD = 0.515), although it remained within the Very High level. The findings indicate that employees strongly valued the exchange of work-related knowledge and experiences. The particularly high rating for Attitude Toward Knowledge Sharing supports the Theory of Planned Behavior, which suggests that favorable attitudes increase the likelihood of engaging in a particular behavior. The present finding is consistent with Sarahadil et al. (2024), who reported that employees of Philippine government line agencies demonstrated high competence in knowledge management practices, including knowledge sharing. Similarly, Mulyana et al. (2024) found that knowledge sharing significantly enhances government employees' performance by facilitating the exchange of information, expertise, and best practices. Although Perceived Behavioral Control received the lowest rating, Wang and Noe (2010) explained that leadership support, trust, communication, and a

collaborative culture influence employees' ability to share knowledge consistently. Strengthening such organizational support may therefore help sustain knowledge-sharing practices and employee productivity.

3.1.3 Employee Productivity

Employee productivity was rated Very High, with an overall mean of 4.58 and a standard deviation of 0.511. Work Quality obtained the highest mean of 4.66 (SD = 0.549), followed by Time Punctuality at 4.55 (SD = 0.572). Work Quantity obtained the lowest mean of 4.53 (SD = 0.615), although it also remained within the Very High level. The results indicate that employees consistently demonstrated productive work behaviors, particularly in producing quality outputs. The strong rating for Work Quality suggests that employees prioritize accurate, reliable, and high-quality outputs that satisfy organizational standards. This finding reflects the Resource-Based View (Barney, 1991), which posits that organizations achieve superior performance by effectively using valuable internal resources and capabilities. The findings are consistent with Fei et al. (2019), who emphasized that quality service delivery is an important performance expectation in government agencies where accountability, accuracy, and responsiveness are essential. Likewise, Perry and Hondeghem (2008) explained that public employees are motivated by commitment to serving the public interest. Although Work Quantity received the lowest mean, its Very High rating indicates that employees continued to meet substantial work requirements despite procedural and regulatory demands. Streamlining work processes and optimizing workload distribution may further improve productivity without compromising service quality.

3.2 Relationships Among the Study Variables

3.2.1 Leadership Effectiveness and Employee Productivity

Leadership Effectiveness had a strong and statistically significant positive relationship with Employee Productivity ($r = 0.675$, $p < 0.001$). The null hypothesis was therefore rejected, indicating that employees who perceived their leaders as more effective also tended to report higher levels of productivity. The finding suggests that effective leadership contributes to employee productivity by providing direction, support, and motivation for accomplishing organizational goals. The result is consistent with Dibite (2024), who reported that leadership effectiveness has a significant positive influence on employee productivity. Likewise, Cooper et al. (2024) found that leaders who actively coordinate, guide, and support employees enhance individual and team productivity, while Jha and Kumar (2024) concluded that effective leadership improves employee productivity by strengthening motivation, collaboration, and organizational commitment.

3.2.2 Leadership Effectiveness and Knowledge-Sharing Behavior

Leadership Effectiveness and Knowledge-Sharing Behavior showed a positive and statistically significant relationship ($r = 0.528$, $p < 0.001$). The corresponding null hypothesis was rejected, indicating that employees who perceived higher leadership effectiveness were also more likely to engage in knowledge-sharing behavior. The result indicates that effective leaders can promote an environment characterized by trust, collaboration, and open communication, thereby encouraging employees to exchange knowledge, experiences, and expertise. The finding is supported by Sun et al. (2024), who found that ethical leadership promotes employees' knowledge-sharing behavior by strengthening self-efficacy. Similarly, Wang et al. (2024) reported that empowering leadership enhances employees' knowledge-sharing behavior by fostering organization-based self-esteem and encouraging employees to contribute their knowledge and collaborate with colleagues.

3.2.3 Knowledge-Sharing Behavior and Employee Productivity

Knowledge-Sharing Behavior had a strong and statistically significant positive relationship with Employee Productivity ($r = 0.747$, $p < 0.001$). The null hypothesis was rejected, showing that employees who engaged more actively in knowledge sharing also tended to report higher productivity. The finding indicates that exchanging knowledge, experiences, expertise, and best practices enables employees to perform tasks more effectively, solve problems more efficiently, and contribute to organizational goals. This result is consistent with Ubaid et al. (2026), who reported that knowledge-sharing behavior significantly enhances employee productivity by facilitating collaboration, accelerating problem-solving, and improving work efficiency. Likewise, Nafilah et al. (2024) found that knowledge sharing positively influences work productivity by helping employees accomplish organizational goals while maintaining high levels of performance.

3.3 Mediating Role of Knowledge-Sharing Behavior

The mediation analysis showed that Leadership Effectiveness initially had a positive effect on Employee Productivity, with a total-effect coefficient of 0.503 and a standardized coefficient of 0.528. Leadership Effectiveness also significantly predicted Knowledge-Sharing Behavior, with an unstandardized coefficient of 0.563 and a standardized coefficient of 0.675. Knowledge-Sharing Behavior subsequently predicted Employee Productivity with an unstandardized coefficient of 0.823 and a standardized coefficient of 0.717, representing the strongest regression path. After Knowledge-Sharing Behavior was introduced into the model, the direct effect of Leadership Effectiveness on Employee Productivity decreased to 0.043, with a standardized coefficient of 0.045. The substantial reduction in the direct effect indicates that the influence of Leadership Effectiveness on Employee Productivity operates primarily through Knowledge-Sharing Behavior. The indirect effect was 0.484 compared

with a total effect of 0.503, indicating that approximately 96.2% of the total effect was transmitted through Knowledge-Sharing Behavior, while approximately 3.8% remained as a direct effect. Thus, effective leadership contributes to productivity primarily by creating conditions in which employees share knowledge, expertise, and experiences. The mediating effect was further supported by the Sobel test, which yielded a z-value of 9.544 with $p < 0.001$, indicating full mediation. Knowledge-Sharing Behavior therefore serves as the principal organizational mechanism linking Leadership Effectiveness with Employee Productivity. This finding indicates that leadership alone may not fully translate into increased productivity unless it encourages employees to exchange and apply organizational knowledge. The present finding is consistent with Kim and Yoon (2025) and Baş et al. (2024), who likewise demonstrated that leadership contributes to improved organizational performance primarily through knowledge-sharing mechanisms. The findings therefore emphasize the importance of institutionalizing knowledge-sharing practices as an organizational process through which effective leadership can be translated into higher employee productivity.

4. Conclusion & Recommendations

The study concluded that leadership effectiveness, knowledge-sharing behavior, and employee productivity among employees of National Government Agencies in Mati City, Davao Oriental were all perceived at very high levels. More importantly, knowledge-sharing behavior fully mediated the relationship between leadership effectiveness and employee productivity, indicating that effective leadership enhances productivity primarily by creating an environment that encourages employees to exchange knowledge, experiences, and expertise. This finding supports the Resource-Based View (RBV) Theory by demonstrating that leadership effectiveness functions as a strategic organizational capability, while knowledge-sharing behavior serves as the mechanism through which organizational knowledge is mobilized to improve employee productivity.

Agency leaders are encouraged to institutionalize leadership practices and policies that promote collaboration and knowledge sharing through regular management–employee dialogue, cross-functional technical working groups, adequate support for learning and knowledge-sharing initiatives, and recognition of employee contributions. Human Resource Management Offices should integrate knowledge-sharing behavior into learning and development programs, the Individual Performance Commitment and Review (IPCR) or other applicable performance development plans, After-Action Review (AAR) sessions, and employee development and performance coaching. Future researchers are also encouraged to examine additional organizational factors affecting productivity and employ qualitative, mixed-methods, or SEM approaches to further explain how leadership influences employee productivity across different organizational contexts.

A limitation of the study is that the respondents were drawn from National Government Agencies with relatively established human resource management systems, which may affect the generalizability of the findings to agencies with different levels of organizational maturity and HR management practices. Future studies may therefore replicate the research among agencies that have not attained Philippine Civil Service Commission PRIME-HRM recognition and compare them with PRIME-HRM-recognized agencies to determine possible differences in leadership effectiveness, knowledge-sharing behavior, employee productivity, organizational maturity, human resource management practices, and workplace culture.

5. Compliance with ethical standards

The authors declare no conflict of interest. The study was approved by the University of Mindanao Ethics Review Committee (UMERC) and observed informed consent, voluntary participation, the right to withdraw, confidentiality, anonymity, and secure data management. No personally identifiable information was collected, and findings were reported only in aggregate form.

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