

An Employee Perspective of Job Retention Strategy and its Relationship on Knowledge Sharing Behavior: The Case of the Philippines Agribusiness Sector

Millisa Econar Saramosing

ABSTRACT

This research evaluated the employee perspective of job retention strategy and its relationship with knowledge-sharing behavior. It gave insight into employee turnover reduction and securing the sharing of knowledge behavior. A research assessment form was used to collect data. The questions were adapted from previous related studies. Convergence validity and reliability tests were used for scale-items, discriminant validity, and correlation coefficients were used for the scale's linear relationship, and hierarchical regression was used to analyze significant predictors and relationships. The three hundred twenty-six (326) target employee respondents were surveyed. They were randomly selected from different types of agribusiness sectors. The research results showed that employees' perspectives on variables such as intrinsic retention affective organizational commitment (*IRAOC*) and extrinsic retention pay satisfaction (*ERPS*) revealed the highest positive relationship and significant predictor to knowledge sharing behavior (*KSB*). Both intrinsic retention (*IR*) and extrinsic retention (*ER*), overall, had a positive impact and highly significant predictor of *KSB* outcome, *ER* was most observed to have a positive relationship and highly significant predictor of *KSB* in Agribusiness enterprises. The research only studied the Agribusiness sector of the Philippines registered MSMEs in the Northern Mindanao region specific to Bukidnon province. The data collected was solely quantitative. And it only focused on the employees. Further studies would be preferred to study the owner or employer perspective and expand the scope of the study. The enterprise could use the importance of incorporating extrinsic and intrinsic retention strategies and practices to avoid employee turnover in the agribusiness sector and secure knowledge to be shared among employees. This research incorporated job retention strategies as intrinsic or extrinsic. Each retention strategy has been defined according to the nature of retaining employees. This has been presented clearly and each has been assessed in its relationship to knowledge-sharing behavior. The keywords were Intrinsic Retention: Job Involvement, Job Satisfaction, Affective Organizational Commitment, Extrinsic Retention: Continuance Organizational Commitment, Pay Satisfaction; and Knowledge Sharing Behavior.

INTRODUCTION

1.1 The Study Rationale

Job retention strategy is an imperative portion of strategic human resource management (SHRM) activity which deals with managing the voluntary turnover (separation) of an employee in an organization. This separation is caused by job dissatisfaction which includes a personal reason for the employee, tasks, and roles of employees, or pay and benefits resulting in job withdrawal. It is believed that voluntary turnover

can be avoided by a proper job retention strategy (Noe *et al.*, 2019, pp. 462- 464). The interest in the field of job retention strategy has been drawn from the fact that the Philippines' job that falls under the Agribusiness sector is at stake. The Philippines Agribusiness sector as defined by the Department of Labor and Employment (DOLE) named: crop production, animal production (includes livestock and poultry), forestry and logging, fishery (including aquaculture), and Agri-support and manufacturing services as five (5) sub-sectors (Industry Career Guide, 2012). These five sub-sectors are the focus of the study.

The Philippines Statistics Authority recorded a nationwide labor turnover rate almost left unchanged from the last two quarters of 2018, from 0.8 percent rate to 0.6. As defined by the Philippine Statistics Authority (2019) in their nationwide Labor Turnover Survey, the labor turnover rate is the difference between the accession rate (rate of workers employed due to either business growth or replacement of detached workers) minus the separation rate (rate of workers employed but either laid-off or quitted jobs). For instance, a 0.6 labor turnover rate could mean that only 6 employees per 1,000 employed individuals were added to the labor force. Looking back at 2018, the major sectors of agriculture, forestry, and fishing (considered agribusiness) labor turnover rate decreased, from 1.6, 1.7, and 0.8 to 0.6 percent rate (Philippine Statistics Authority, 2019). Added to this fact is that there are three broad agribusiness areas: Input; Production/Operation and Processing (POP); and Agricultural Support Services. The biggest sum of workers is seen in POP, this is where farmers agriculturists, and other technicians are working. It has been an issue that the level of education working in agriculture is decreasing since the professionals in this field shifted their work to office-based activities or manufacturing and services. Hence, this is where the difficulty of job retention could be found.

The top five main reasons for employees' separation from their work collected from surveying the three major sectors of the Philippines: Agriculture, Forestry, and Fishing; Industry and Services are: hired by another company; family consideration; to work abroad; absence without leave (AWOL); and resignation/voluntary resignation (Philippine Statistics Authority, 2018). These reasons are examples of employee separation in an organization either voluntary or involuntary. This research will assess the Human Resource Management role in employee retention to avoid the case of voluntary separation (turnover) by looking at the organization's retention strategy from the employee's perspective and its effect on knowledge-sharing behavior. Emphasizing this, the study aims to understand the effect of job involvement as a job retention practice; job satisfaction will be assessed; affective and continuance organizational commitment will be included (Lambert *et al.*, 2018); and pay satisfaction which these five (5) practices will be treated as independent variables of the study and sharing of knowledge behavior as dependent variables. This study focuses on the context of the Agribusiness sector in the Philippines and by far no existing studies related to HRM job retention practices and sharing of knowledge behavior have been published. The result of this study would give an idea to managers or owners and decision makers of enterprises to protect the reducing employment trend of agriculture through job retention and preserve the skills and knowledge of expert workers in Agribusiness to the next workforce.

This research will study the Philippines MSMEs as it has the highest recorded business enterprise operations statistics of 99.6% while the remaining 0.4% for large businesses (Department of Trade and Industry, 2019). As 2015 Philippine Statistics Authority figures, less than 8, 195 or below 1 percent of MSMEs are in agriculture, forestry, and fishing (Dar, 2017). This research will impact the development of the Philippine agribusiness economy by tightening the agribusiness enterprises, particularly in rural regions. In a specific context, this research will give profound feedback to enterprises regarding job retention strategies concerning their workers' knowledge-sharing behavior.

1.2 The Problem Statement

Philippines Agribusiness is pictured as an agriculture-related activity in which the farmers, producers and processors, distributors, and consumers are within a system that produces, processes, transports, markets, and distributes agricultural products (Department of Trade and Industry and Board of Investments, 2019). Since these activities contribute largely to the industrialized improvement of the Philippine economy, inclusive growth, and rural development in this sector are something to keep an eye on. But in the recent Philippines' employment status in agriculture according to The World Bank Group (2019), from 45.3% employment in 1991, it dramatically dropped down to 25.2% in 2018 which is quite alarming for this generation. The reason for the substantial drop is mainly economic, since the 2000s, economic growth and tight labor markets have caused a major decline in agriculture employment share, the service sector constantly increasing, and steady employment share for the industry sector (Briones, 2017). Since the agricultural land continues its conversion to industrial areas, shopping malls, home establishments such as subdivisions, workers began to shift their work from agricultural to industrial like manufacturing workers and services like builders, drivers, and vendors et cetera depending on their education level which best suit for an industrial or service job. The most affected part of this trend is the security of agribusiness workers and their profound knowledge which could be supposedly passed on to the next generation of workers, this importance is reflected in the discussion of Briones (2017) that the agriculture sector has the least educated workforce among the three major sectors (agriculture, industrial and service) because the educated workers tend to work outside agriculture, either in industrial or service sector.

Agriculture in the Philippines plays a vital part in the economy. It involves 40 percent of Filipino workers, and the outcomes are mainly from agribusiness. Agribusiness entrepreneurship potentials have been tackled by ASEAN Business Advisory Councils (ABAC) to put effort into agribusiness entrepreneurship advocacy. Unfortunately, the Philippines' agriculture becoming less and less prioritized by this new generation of professional workers, though admittedly, the trend of university students taking up the course still increasing. One possible effect of this continuously decreasing employment trend is the loss of agricultural labor which overall affects the agribusiness sector of the country. The decline of agriculture in terms of employment has been absorbed by the expansion of the service sector (Mitra, 2017). Some common reasons for the workers shifting from their line of work in agriculture to another job in the service sector are because of the availability of easier, less complicated but high-earning jobs in the country today including information technology-business process outsourcing (IT-BPO). Known to this shifting of agriculture workers are professionals in the field of agriculture and workers with good background on agriculture management in production, operation, and processing.

In this case, the research aims to see the gap between this forecasted event by analyzing the relationship between the job retention strategy of the agribusiness firm and the sharing of knowledge behavior amongst workers, if it has positive or negative effects. Research has proven that knowledge-sharing happens because an employee is more satisfied. In this research, the main thought is to look at the employee's viewpoint of job retention strategy's importance in an agribusiness enterprise's organization, if it gives way and encourages knowledge-sharing behavior among workers. By looking at this context, the research may add to the new knowledge among managers in agribusiness firms to improve its processes to prevent the cost of losing important knowledge within an agribusiness enterprise, give better HRM retention practices suitable to agribusiness enterprise, and make sure that knowledge sharing behavior continue to flow from generation to generation of workers. This study will further show the effectiveness

(richness or poorness) of the job retention strategy implemented by the target respondent.

LITERATURE REVIEW

The success of an organization needs the involvement of Human Resources (HR) in any business strategic development and implementation plan through strategic human resource management (SHRM) practices (Karami *et al.*, 2008). Leveraging the effectiveness of human resource management practices includes the necessity of managing intellectual assets or knowledge resources to meet organizational goals which include employee retention (Soliman & Spooner, 2000). Employee motivation, for instance, must be increased through strategic human resource management of employees' knowledge, skill, and ability hence creating an increase in productivity, job satisfaction, and employee separation reduction (Santhanam *et al.*, 2017). SHRM practices including retention strategy (Minbaeva *et al.*, 2009; Figueiredo *et al.*, 2016) can have an impact on knowledge management (KM) processes (Figueiredo *et al.*, 2016) and these processes consider knowledge sharing (Kianto *et al.*, 2016). Organizations should find the best way to hold on to employees (Figueiredo *et al.*, 2016). Strategies implemented by Human Resource management to retain employees are crucial. Some of the HRM practices like job satisfaction and job involvement were related to employee retention (Scott, 2015).

In addition to this, organizational commitment significantly impacts employee retention (Rose & Raja, 2016). Meyer and Allen (1991) came up with three dimensions of organizational commitment: normative, affective, and continuance organizational commitment. Normative organizational commitment reflects a perceived obligation to remain in an organization; affective organizational commitment represents emotional attachment to, identification with, and envelopment in the organization; and continuance organizational commitment represents apparent costs linked with leaving an organization (Meyer *et al.*, 2002). Also, the employee's level of pay, raise of pay, structure, and administration of pay, benefits, and bonuses are part of pay satisfaction which is an important factor of job retention as job withdrawal often results from job dissatisfaction of employee's pay standing relative to others doing similar job, both inside the firm or outside (Noe *et al.*, 2019, p. 469, 476). Job satisfaction (other than pay), job involvement, and affective organizational commitment definitions are considered in this study as intrinsic job retention strategy variables as they focus more on feelings, value satisfaction other than cost or pay, and emotional desire based on retaining employees. Whereas, organizational commitment, continuance in nature, and satisfaction of pay definitions were considered in this study as extrinsic (motivator of) job retention strategy variables as they deal with monetary and cost (Stringer *et al.*, 2011; Lin, 2007; Ramlall, 2004).

Existing research on HRM practices and Knowledge Management (Knowledge Sharing) has been evaluated but the context is largely different from this research. In this study, the target respondent will be focused on Philippines agribusiness enterprises. As far as the review of literature is concerned, this research study is an original one to inspect the association of job retention strategy (both intrinsic and extrinsic) to knowledge-sharing behavior in an agribusiness enterprise context in the Philippines. In the following section, the job retention variables: intrinsic retention and extrinsic retention will be discussed. Furthermore, knowledge sharing behavior will be described as well as the control variables. Lastly, the conceptual framework will be presented at the end of this chapter.

2.1 KSB – The Knowledge-Sharing Behavior

Knowledge management exists as the organization faces environmental challenges both inside and outside the organization. To cope with these continuous changes and resolve existing problems within an

organization, both internal and external knowledge assets must always be incorporated and might as well innovate for business growth and improvement (Hong & Kuo, 1999). Developmental HRM practices have a negative association with workers' intentionality to leave or separate as described by the "norm of reciprocity", an integral piece of social exchange theory. One of the HRM practices such as retaining workers to solve problems of high turnover leads to equipping employees with pertinent knowledge, skills, and abilities that are essential for them to continue in their job (Srirangam *et. al.*, 2018). When an employee experiences a developed job involvement and job satisfaction, for instance, their work attitude changes to positive motivation to share knowledge (Teh & Sun, 2012).

In the study of Kianto *et al.* (2016), they introduced that knowledge acquisition, knowledge sharing, knowledge creation, knowledge codification, and knowledge retention are the five Knowledge Management (KM) processes. Between these five facets, the sharing of knowledge is the key to KM practices. In their study, knowledge sharing had a positive association with job satisfaction for the utmost employee sets they studied. The gap of this study is that they did not include other important elements of job retention strategy which were job involvement, organizational commitment affective and continuance by nature, and satisfaction of pay, and their study assumed only a general definition of job satisfaction which leads to high performance. Thus, it makes sense to further investigate the job retention strategy and its relationship to KSB.

2.2 Strategic Human Resource Management Practice: Job Retention Strategy

Strategic Human Resource Management (SHRM) is a resource-based view (RBV) of the firm to elucidate how human resources could help a firm to attain a sustainable viable benefit (Haesli & Boxall, 2005). SHRM development and practices carry common benefits to employees and the organization. From an employee's viewpoint, central know-how for the job and well understanding of it within the firm is the result of SHRM. Whereas, from an organizational standpoint the benefit of strategic human resource development could improve worker retention or decrease of intentional separation turnover rate. Hence, better-quality capabilities-to-performance connections between employees and the organization (Alagaraja, 2013). Knowledge management wherein sharing knowledge is a vital practice and strategic human resource management are linked to retention strategy as one of essential focus as it advances and sustains suitable heights of knowledgeable wealth in 'knowledge-intensive' firms (Haesli & Boxall, 2005).

Employee know-how is a latent strategic source and the KBV or knowledge-based view of the organization, hence, KBV is a leeway of RBV. KBV involves critical 'tacit' knowledge which is considered a competitive advantage of the firm and the active diffusion of this knowledge within the business can only be achieved through employee retention (Haesli & Boxall, 2005). Studies on SHRM and KSB only focus on a context where there is the existence of highly skilled employees and considered an ideal environment for study. This research will try to bridge the gap between these highly-skilled workers by also studying the SHRM retention strategy and KSB in middle and low-skilled workers in the agribusiness enterprises context and understand the differences between this type of work and workers in terms of their knowledge-sharing behavior given the job retention variables. The two important concepts incorporated in this research are intrinsic job retention and extrinsic job retention and this is the distinction among other existing research on SHRM and KSB relationship.

2.2.1 Variables: Intrinsic Job Retention Strategy (IR)

Job retention is often linked to employee motivation in increasing and executing employee

retention practices. Employee satisfaction (motivation) is caused by either intrinsic or extrinsic motivators as the Motivator-Hygiene theory of Frederick Herzberg explained. Intrinsic motivation is loaded with factors such as accomplishment, appreciation, accountability, advancement and growth, significance of having a good feeling towards the organization, earning advanced skills and capabilities, securing a worker's job, opportunity to learn something new, promotion, autonomy, good words coming from supervisor and friend relationship (Stringer *et al.*, 2011; Ramlall, 2004). In this manner, the research classified job retention variables in two ways: intrinsic retention and extrinsic retention. Intrinsic Retention is based on feelings, values, desires, and any retaining strategy other than cost or pay. Thence, Job Involvement, Satisfaction of the job, and Organizational Commitment Affective in nature are features included in Intrinsic Job Retention.

2.2.1.1 Intrinsic Retention Job Involvement (IRJI) and KSB. Job involvement is characterized by an employee's involvement in their work and other work practices. Employee involvement creates new opportunities and promotes coworker interdependence to optimize performance (Flinchbaugh *et al.*, 2016; Datta *et al.*, 2005). Meyer *et al.* (2002) explained that job involvement has an "affective" nature and is well-thought-out to be correlated to affective organizational commitment, but though it correlates, job involvement is distinguishable from affective organizational commitment. Knowledge management particularly knowledge sharing exists when there is one true internal collaboration among employees which goes through communication and exchange of information within the organization they work with – Bolman (1992) describes it as "high (job) involvement" (Zárraga & Bonache, 2003).

Personal job involvement is observed in entrepreneurs who combine knowledge gained in the production process (Hampel-Milagrosa, 2014). Saying this fact, employees could be reflected as being involved in participative decision-making as part of work climate practices. This participative decision-making creates intrinsic benefits and motivation which leads to a stronger knowledge-sharing behavior with co-workers. If the employees feel no involvement in their work's decision-making, it discourages them from sharing knowledge like constructive thoughts and suggestions to help the organization make better decisions (Lin, 2007). Teh & Sun (2012) also explained that an increase in an employee's job involvement can improve his/her organizational performance which leads the employee more satisfied in his/her labor and further dedicated to the organization, thus, retaining the employee in the organization. With such, exceedingly involved workers are more likely to share knowledge. This generates a hypothesis:

H1. High job involvement is related positively to employee's knowledge sharing behavior.

2.2.1.2 Intrinsic Retention Job Satisfaction (IRJS) and KSB. Job satisfaction is a gratifying feeling that results from the perception of an employee's fulfillment in their job and letting an employee feel their value in the job. The function of values differs among employees depending on their conscious or unconscious desires to obtain (Noe *et al.*, 2019, p. 468). This difference of values is supported by Vroom's Original Theory which undertakes that the "choices made by an employee among alternative courses of action are lawfully related to psychological events occurring simultaneously with his/her behavior", Valence, Instrumentality and Expectancy (VIE theory) are further defined in this theory as three mental components by Vroom. He explained that the Valence component is equated to an affective (emotional) alignment of persons' grip concerning outcome and the utmost significant feature of common valence regarding in-service results is the level of job satisfaction the individual is supposed to obtain from the organization (Ramlall, 2004). Hence, job satisfaction is an intrinsic retention by nature of its definition in

the case of valence.

Employee is driven to share knowledge from his/her motivation in job-related attributes. The relationship between the employees to their co-workers is determined by the extent to which they find satisfaction in their daily work causing them to share and contribute knowledge for the good of the organization and thus have the feeling that they perform well in their work eagerly and willingly. Also, an employee who is more satisfied in his/her work and performs better, has more valuable insight and expertise (which are tacit knowledge) provided in the organization, causing knowledge-sharing behavior in effect (de Vries *et al.*, 2006). Job satisfaction impacts employee's engagement in duties that are not part of their job specifications, and this extra work may include knowledge sharing. Although, in some instances, job satisfaction might have had a significant negative effect on knowledge-sharing behavior because of perceived competition for promotional opportunities (Boateng *et al.*, 2017); in most cases, a higher level of job satisfaction can motivate employees and display further pro-social behavior and voluntarily share knowledge with co-workers (Teh & Sun, 2012). Considering this, the hypothesis would be:

H2: Job satisfaction is related positively to employee's knowledge sharing behavior.

2.2.1.3 Intrinsic Retention Affective Organizational Commitment (IRAOC) and KSB. Affective Organizational Commitment (AOC) is a distinct employee's affection for an association as explained by Meyer & Allen (1997). The tougher the AOC, the further the individual ascertains with, tangled in, and relishes affiliation in the group, hence, it depicts a state of "wanting to stay" in the organization (Buck & Watson, 2002). Commitment holds an employee in the organization and thus reduces the likelihood of employee separation, therefore, organizational commitment is the point to which a worker recognizes his or herself within an organization and has a willingness to try in place in an organization (Noe *et al.*, 2019, p. 467). AOC has a stronger relationship when it comes to important workplace outcomes (Gill *et al.*, 2011). Srirangam Ramaprasad *et al.* (2018) explained that affective organizational commitment enhances the intervention of developmental HRM practices and voluntary intention to leave an employee in an organization. With this, it presumes that promising worker insight on HRM interventions leads to a social exchange theory functions of reciprocity-driven system value.

Since AOC touches a discipline in social exchange, such that it implies a pro-social behavior including knowledge sharing among co-workers, Van de Hooff & Van Weenen (2004) proposed that employee affective commitment are antecedent for knowledge sharing. This positive employee's AOC creates an extra willingness to spend some effort on his/her work even the willingness to share knowledge, hence, affective organizational commitment is an imperative determinant of knowledge sharing (Van de Hooff & Van Weenen, 2004). Sang *et al.* (2019) study concluded that organizational commitment affective by nature has an important optimistic influence on the sharing of knowledge, both explicit and tacit knowledge. The General Workplace Commitment Model supports the notion that the sharing of knowledge behavior stimulated by the development of affective organizational commitment is further expected as the employee experiences intrinsic motivational factors such as personal involvement and shared values (Biswanath Dutta *et al.*, 2015; Meyer & Herscovitch, 2001). In this regard, AOC is a variable of intrinsic job retention strategy. Extensive literature suggests that affective commitment leads to an employee's willingness to perform an extra effort, align interest in the organization, driven to provide organizational citizenship behavior's higher level and sharing of knowledge behavior (Camelo-Ordaz *et al.*, 2011). Given this, the hypothesis would be:

H3: Organizational commitment, affective in nature, and employee's sharing of knowledge behavior are related positively.

2.2.2 Variables: Extrinsic Job Retention Strategy (ER)

Extrinsic motivation is non-job-related factors such as salary or pay, bonuses, and benefits (Stringer *et al.*, 2011; Ramlall, 2004). The idea was adopted to define extrinsic retention strategy, in this context as based on retaining employees due to cost, pay, bonuses, and benefits it gets from the organization. Intrinsic and extrinsic retention (motivation) are both positively associated with and stimulate knowledge-sharing behavior (Lin, 2007). Extrinsic Retention variables include Continuance of Organizational Commitment and Pay Satisfaction.

2.2.2.1 Extrinsic Retention Continuance Organizational Commitment (ERCOC) and KSB.

Organizational Commitment, continuance in nature (COC) denotes commitment grounded on the worker's acknowledgment of the costs ("perceived costs") allied in parting the association. Employee's recognition of the investment in the organization which includes tangible (i.e., salary, pension) and intangible (i.e., time and effort) costs and the lack of comparable employment alternatives given these costs pushes the employee to be committed continuously to the organization it works with (Allen & Meyer, 1996). Considering COC and turnover intentions, employees with high COC intend to continue with their company to evade costs linked by exiting even though the level of AOC is low. A low level of COC should not lead to an aim to leave except AOC is also low (Meyer *et al.*, 2002). Another interesting observation of COC is the negative correlation with the perceived transferability of skills from one organization to another organization, for instance, the time and energy invested by the employee in acquiring organization-specific knowledge and skills (Meyer *et al.*, 2002). The negative correlation of COC and knowledge sharing in this manner is based on inter-organizational, which this study takes as fact that it also happens in the intra-organizational context, that is, once workers have in high level of commitment like continuance, they won't bother to invest additional costs in time and energy to share knowledge with co-employees.

The role of expecting organizational reward and reciprocal benefits is an extrinsic motivator by nature which explains the intention of an employee to share knowledge in a theory of reasoned action (TRA), (Lin, 2007). As to the COC concept, considering the perceived costs, it acts negatively on the organization's citizenship behavior once the extrinsic motivator (i.e., reward) is low (Shore & Wayne, 1993). This is supported by the academic effort of Becker (1960) wherein workforces mark "side bets" once they accomplish actions that upsurge the outlays linked with terminating alternative acts (Teh & Sun, 2012). Hereafter, COC is considered an extrinsic retention variable. Continuance of organizational commitment has been found to take weak or undesirable correlations with workplace outcomes such as performance (Meyer *et al.*, 2002). Workers with advanced organizational commitment, and continuance in nature are least likely to share knowledge which leads to lower organizational citizenship behavior (or worker's discretionary performance which attaches an interconnected labor rapport amid personnel and progress unselfish drive within the business) (Teh & Sun, 2012; Bolino *et al.*, 2002). The hypothesis would be:

H4: Continuance of organizational commitment is negatively related to employees' knowledge-sharing behavior.

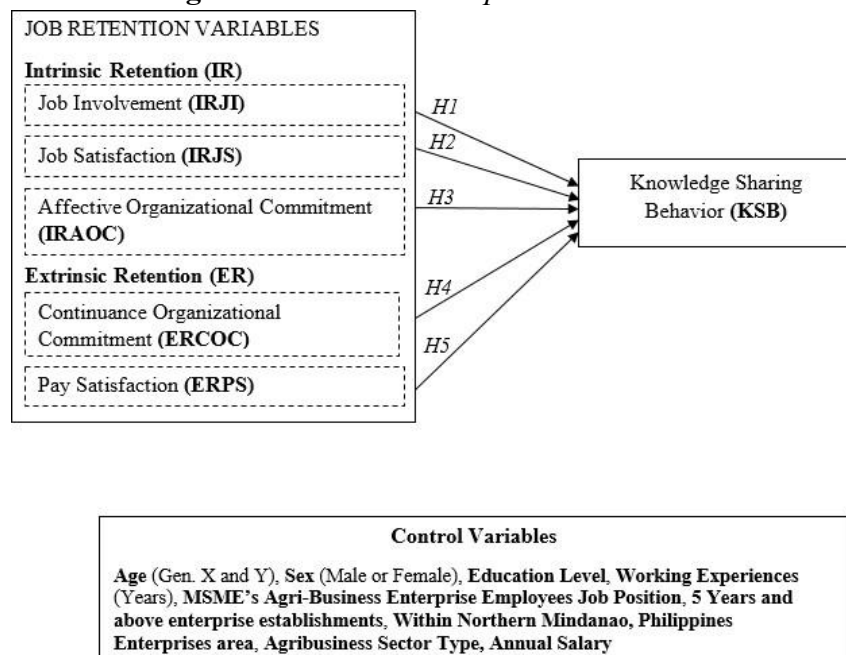
2.2.2.2 Extrinsic Retention Pay Satisfaction (ERPS) and KSB. Pay satisfaction is a component of satisfaction with a job according to the Job Descriptive Index (JDI) established by Smith, Kendall, and Hulin in 1969 (Tong *et al.*, 2013). It exhibits a substantial connection with the outcome of worker’s absenteeism, turnover intentions, and organizational citizenship behavior and job performance (Carragher, 2011). In the study conducted by Li-Mei Hung *et al.* (2018), pay satisfaction directly affects the work pressure on organizational commitment, to say that, with a high salary satisfaction there is a high degree of organizational commitment, even with higher working pressures, there’s lower turnover intention. Garcia *et al.* (2009) distinguish pay satisfaction as pay level, pay raises, benefits, pay structure/administration, and bonuses or five facets. Therefore, pay satisfaction is considered an extrinsic motivator by nature as Davenport and Prusak defined that as there is expected organizational reward, it encourages knowledge-sharing behavior. This organizational reward includes the degree to which employees receive extrinsic incentives including salary incentives and bonuses (Lin, 2007), both are included in pay satisfaction.

Pay satisfaction as extrinsic motivation influences employees’ intentions regarding the organization’s activity and their behavior. Employees’ knowledge-sharing behavior is an outcome belief grounded on the level of pay satisfaction they receive from the organization they work with. The employees’ engagement in knowledge sharing is based on the cost-benefit concept, comparing the pay satisfaction they get (benefits) from a knowledge-sharing effort (costs). From a socioeconomic perspective, if the perceived benefits exceed costs, employees’ knowledge-sharing behavior will be observed, otherwise, it will not (Lin, 2007); it is somehow related to the “side bets” explained in the COC and KSB relationship in section 2.2.2.1. Pay satisfaction as an extrinsic motivator to share knowledge may only secure temporary results and is considered as not a vital strength in employee’s knowledge sharing behavior (Lin, 2007). Also, Auh & Menguc’s (2013) study findings suggest that misalignment amongst rewards and knowledge-sharing behavior may affect the motivation to share knowledge. This leads to a hypothesis that:

H5: Pay satisfaction is positively related to employee’s sharing of knowledge behavior.

2.3 The Research Conceptual Framework

Figure 1 Research Conceptual Framework



Note: *H1*, denotes the hypothesis statement of IRJI to KSB. *H2*, hypothesis statement of IRJS to KSB; *H3*, hypothesis statement of IRAOC to KSB; *H4*, hypothesis statement of ERCOC to KSB; and *H5*, hypothesis statement of ERPS to KSB.

METHODOLOGY

This chapter covered the explanation of the study scheme used, questionnaire development and data analysis considered, adaptation and design of the questionnaire, and control variables identified. In the research design, the target population and sample size were identified. Survey questionnaire execution was described as well, and it included how the pilot test was done and presented the reliability (Cronbach's Alpha) result. In the pilot test, two (2) agribusiness enterprises willingly responded and cooperated in answering the survey, namely FARM Coop and Davao Agro-venture. Also, the actual (final) data collection was described and four (4) business firms responded and keenly participated in answering the assessment.

3.1 Research Design

The study scheme explained the target respondents, the size sample, and how the survey was executed. It was important to determine to whom or to where the information of agribusiness enterprises was to be collected. It was well-thought also how the sample size to be realized. Because of sampling and survey execution, there was a challenge in the willingness of the target respondents, even so, the total target respondents were near to the proposed number of target respondents.

3.1.1 Target Population and Sample Size

This research intended to know the knowledge-sharing behavior – if it did exist given the job retention as an independent variable; it was the direction of the research. This research wanted to see the relationship between independent variables – which were job retention variables to sharing of knowledge behavior which was the dependent variable. To lead the selection of target respondents, non-probability sampling techniques were used, and it will be done, specifically, consecutive sampling (Etikan *et. al.*, 2016). Here, consideration of the length of business operation (if it exceeds five years in operation) was well thought out first. Since agribusiness is considered a broad subject; it has input, production/processing, and agricultural support businesses, the study focused on the production/operation/processing agribusiness firm as it had the most critical example of technical know-how of the firm and more farmers and agriculturists work in this type of business and might as well the possible problem of retention could be high.

The only role of DA-X and DTI-X Northern Mindanao was to provide the information on the list of agribusiness enterprises registered in the study. The data gathered in DA and DTI was further assessed in the licensing office, the Business Process and Licensing Division (BPLD), and the length of operation of the enterprise or if it was currently operating. Due to the data privacy act implemented in the country of study, limited information about the enterprises was provided, so personal contact with the enterprise or company to get their approval of participation was done before the conduct of the survey. This research desired to achieve four hundred (400) employees to survey, yet the actual data collected was taken from three hundred twenty-six (326) respondents only. To all the enterprises which agreed to participate if they met the pre-established criteria mentioned above, a stratified random sampling (Etikan *et. al.*, 2016) was conducted among the enterprise's employees in the production and processing area.

A proportionate stratified random sampling was done since the enterprises could either be Micro, Small, or Medium (MSMEs). Note that this projected samplesize was “ideal” since the willingness of the enterprise or company on the number of workers to be subjected to interview was considered too. There were three strata, *see Table 3.1*:

Table 3.1
Proportionate Stratified Random Sampling for MSMEs Based on its Maximum Population Size

Stratum	Micro	Small	Medium
Population Size (Maximum)	9	99	199
Sampling Fraction	½	½	½
Final Sample Size	5	50	100

The sampling fraction was half of the population size as it captured better data, making sure that all kinds of workers with different types of work and job descriptions were surveyed in each business operation. As the sample employees were selected, the researcher and the research assistant with the help of the enterprise’s HR and/or the manager or owner, the assessment survey given to the regular workers, and the questionnaire was answered on the appointed days the survey questionnaire was given to the respondents. Gender, age, educational level, work experience, job position level, agribusiness enterprise type, and salary (Sang *et al.*, 2019), were treated as controlled variables.

3.1.2 Survey Questionnaire Execution (Pilot Testing and Actual (Final) Data Collection)

To generalize the right responses from target respondents, a distinct briefing of the study’s purpose was introduced first before taking the questionnaire survey using the adopted question items for IRJI; IRJS; IRAOC; ERCOC; ERPS; and KSB from previous research (Teh & Sun, 2012); (Vocational Psychology Research, 2019); and (Sang *et al.*, 2019). The pilot testing of the questionnaire was done by consecutive sampling of enterprises listed in the city/municipality – BPLD, only those agribusiness enterprises involved in production/operation and processing were selected and were operating for more than five (5) years. Given this criterion and the approved willingness of the enterprises to be surveyed, a proportionate stratified random sampling followed, in this case, at least thirty (30) regular employee respondents were surveyed. As the pilot testing was ongoing, a total of thirty-seven (37) respondents were surveyed. Translation of the questionnaire items done by Google translator into the major local dialect of the respondents, *Bisaya*, was included in the questionnaire. In pilot testing, only a reliability test (Cronbach’s alpha) was observed to check the inner reliability of the items, *see Table 3.2*. Out of thirty-three (33) items, one item (*KSB27*) was deleted. The said item was not included in the actual final data collection.

Table 3.2 Reliability Test (Scales' Cronbach's Alpha) of IRJI, IRJS, IRAOC, ERCOC, ERPS, and KSB During Pilot Testing.

VARIABLES	Cronbach's Alpha
Independent Variables	
Intrinsic Retention Job Involvement (IRJI)	0.910
Intrinsic Retention Job Satisfaction (IRJS)	0.866
Intrinsic Retention Affective Organizational Commitment (IRAOC)	0.922
Extrinsic Retention Continuance Organizational Commitment (ERCOC)	0.797
Extrinsic Retention Pay Satisfaction (ERPS)	0.912
Dependent Variable	
Knowledge Sharing Behavior (KSB)	0.919

The same process was done in the actual (*final*) data collection of three hundred twenty-six (326) respondents. Since most employees surveyed were working in processing and farm production, the timing was observed during break time and dismissal time to catch up with the target respondents. On the other hand, there was a “by batch” answering of the survey questionnaire, it was done by pulling out a minimum of two (2) or a maximum of seven (7) employees from their ongoing work. Further instructions were specified in the Questionnaire. Study items were counted in each range from 1 – strongly disagree to 5 – strongly agree, a five-point Likert scale. The results of actual (final) data collection were further discussed in Chapter 4 (*Results and Discussions*) of this book.

In this study, the anticipated problems were found within the willingness of the enterprises and their employees to be surveyed, it was important to coordinate every plan with formality to the target enterprises, managers, supervisors, and employees to avoid confusion. Also, for the respondents to understand the core thought of the survey, further explanation was given to them and to the responsible personnel who assisted the data collection. With the help of those personnel and research assistant, the incidence of incomplete answers in the questionnaire was avoided. Thence, there were only two (2) questionnaires rejected during the pilot testing and ten (10) in actual (final) data collection because of incomplete answers.

3.2 Questionnaire Development and Data Analysis to be Used.

The problem of the emerging employee separation turnover in the agriculture sector (including agribusiness) in the Philippines today is believed to cause a possible depletion of important knowledge and expertise in agribusiness management in the future. This study did not aim to deliver a direct response to solve the problem of employee separation turnover but rather aimed to assess the Agribusiness enterprises' direction as far as employees' perspective on job retention strategy was involved to avoid high separation turnover in the agribusiness enterprises in the Philippines and further looked out the job retention strategies' relationship in knowledge sharing behavior. The use of a survey questionnaire for a

quantitative description of the relationship between job retention strategies (an employee’s perspective) and knowledge-sharing behavior was done in this research’s data collection. The study contained the “independent variables” which were *intrinsic job retention (IR)* including intrinsic retention job involvement (*IRJI*); intrinsic retention job satisfaction (*IRJS*); intrinsic retention affective organizational commitment (*IRAOC*); and *extrinsic job retention (ER)* including extrinsic retention continuance organizational commitment (*ERCOC*) and extrinsic retention pay satisfaction (*ERPS*). The dependent variable was Knowledge Sharing Behavior (*KSB*). Convergence validity, reliability test, discriminant validity, correlation analysis, and Hierarchical regression analysis instrument were used by Sang *et al* (2019) in looking at the impact mechanism of job satisfaction and the positive effect on knowledge sharing among project members. Most likely like their research, this study performed convergence validity, reliability test, discriminant validity, analysis for correlation, and analysis for hierarchical regression on the actual (final) figures collected and only tested for items’ reliability (the scales Cronbach’s alpha) was done in pilot testing of questionnaire items.

3.2.1 The Research Questionnaire

The research questionnaire had two (2) parts: the first part was composed of seven (7) questions about the respondents’ profile; these questions referred to the control or demographic variables in this research and the second part was questions pertained to both independent variables (job retention strategy) and dependent variable (knowledge sharing behavior). There were thirty-three (33) questions adapted in the second part but after pilot testing, question twenty-seven (*KSB27*) was removed and question 28 (*KSB28*) was also removed after further analysis was done in the result and discussion of this book. It was printed out and distributed to the respondents during the data collection and was immediately returned after answering the survey.

3.3 Adaptation and Design of the Questionnaire

Part two of the survey was adapted and designed from the previous study of Sang *et al.* (2019), Teh and Sun (2012), and Vocational Psychology Research (2019). It was composed of control variables in part one (1) and both independent and dependent variables in part two (2). The questions in part were listed chronologically, meaning, all questions about *IRJI* were listed first, followed by all questions referred to *IRJS*, next *IRAOC*, and *ERCOC*, *ERPS*, and last, *KSB*.

Table 3.3 *Research Questionnaire Adaptation and Design*

Part	Question	Adapted From	Q. No.	Item/s
1. Control Variables (Participant Profile)	Gender	-	1	1
	Age Group	-	2	1
	Education Level	-	3	1
	Work Experience	-	4	1
	Job Position Level	-	5	1
	Agribusiness Sector Type	-	6	1
	Annual Salary	-	7	1

Independent Variables	Intrinsic Retention Job Involvement (IRJI)	Teh and Sun (2012)	1-5	5
	Intrinsic Retention Job Satisfaction (IRJS)	Sang <i>et al.</i> (2019)	6-9	4
	Intrinsic Retention Affective Organizational Commitment (IRAOC)	Sang <i>et al.</i> (2019)	10-15	6
	Extrinsic Retention Continuance Organizational Commitment (ERCOC)	Sang <i>et al.</i> (2019)	16-19	4
		Sang <i>et al.</i> (2019)		
	Extrinsic Retention Pay Satisfaction (ERPS)	Vocational Psychology Research (2019)	20-23	4
3. Dependent Variable	Knowledge Sharing Behavior (KSB)	Sang <i>et al.</i> (2019)	24-33	10*

*Note: During actual data (final) collection, the total number of items for KSB questions was nine (9) as question KSB27 was removed and in the result analysis, the total items for KSB questions were eight (8), question KSB28 was removed.

3.4 Control Variables

Employee's Age, Sex, Education Level, Working Experiences, Job position, Agribusiness Sector Type, and Annual Salary may affect knowledge-sharing behavior (Sang *et al.*, 2019). These were the control variables in this research and the research focused on an MSM enterprise in the agribusiness sector operating for more than five (5) years in Northern Mindanao, Philippines but specific to Bukidnon province. The length of enterprise operation, regular workers, and operation/processing/production area-focus was considered to give a better result on the target respondent's feedback to the survey questionnaire.

3.5. Chapter Summary

The methodology discussed the step-by-step process of collecting data. It was stated that the data of registered enterprises was gathered from either DA or DTI agency and further assessed the record in the local government unit licensing office to check if it was an operational enterprise at present. It was greatly considered the willingness of the enterprises to be surveyed, thus, proper communication with the owner or manager was necessary to seek approval to conduct the study. Survey questions were adapted from the previous research relating to the study topic. There were three hundred twenty-six (326) total respondents surveyed out of the four hundred (400) target respondents proposed.

RESULTS AND DISCUSSION

To evaluate the relationship of Knowledge Sharing Behavior (*KSB*) to the independent variables – intrinsic retention including Intrinsic Retention Job Involvement (*IRJI*); Intrinsic Retention Job Satisfaction (*IRJS*); Intrinsic Retention Affective Organizational Commitment (*IRAOC*); and, extrinsic retention, Extrinsic Retention Continuance Organizational Commitment (*ERCOC*) and Extrinsic Retention Pay Satisfaction (*ERPS*), generally, the numerical examination software of Statistical Product and Service Solutions (SPSS) 16 was used. The data investigation highlighted the descriptive analysis using frequencies to summarize the profile of respondents; convergence validity and reliability test results (Cronbach's alpha) were derived using confirmatory factor analysis; Discriminant validity and analysis of correlation were also used for independent and dependent variables relationship; and, to examine the effect of demographic variables to independent variables to dependent variables, the analysis of hierarchical regression was used. Hierarchical Regression analysis was used to analyze the impact of predictors (control variables and independent variables) on the constant dependent variables, *KSB*. Two approaches were used to derive the values in hierarchical regression analysis, to name it: the **first approach**, block 1 consisted of the dependent variable constant and control variables as predictors, the block 2, the means of each intrinsic retention variable (*IRJI*, *IRJS* and *IRAOC*) was added predictors with control variables and the block 3, extrinsic retention (*ERCOC* and *ERPS*) was added as predictors; **second approach**, almost the same process was done in first approach, except that in block 2, the mean of *IR* was used and in block 3, the mean *ER* as predictors. The results were further discussed in the proceeding tables. Eighteen (18) enterprises visited to ask for approval of the pilot testing and final data collection. Out of 18 agribusiness firms, two (2) enterprises willingly responded for pilot testing and four (4) enterprises for final data collection. Thirty-seven

(37) respondents were collected for pilot testing of questionnaires and from four hundred (400) desired respondents for actual data, three hundred twenty-six (326) total respondents were collected.

4.1 The Respondents' Profile

There were three hundred twenty-six (326) respondents in total surveyed using research questionnaires in different Agribusiness organizations in Bukidnon, Philippines. Out of the total respondents, approximately, sixty percent (60%) of which were male while forty percent (40%) were females. Most of the respondents were between the age group of thirty-nine (39) to forty-nine (49) (or 43% of the total respondents) years old while the education level majority falls under secondary (treated as both high schools who completed or not, 47%). The work experience of the respondents was commonly more than fifteen (15) years and above and almost ninety-four percent (94%) were holding non-managerial and non-supervisory positions. The annual salary of the respondents was generally between one hundred thousand and one (100, 001) to one hundred fifty thousand (150, 000) pesos (PHP), or fifty-one percent (51%) and roughly, seven percent (7%) of the total respondent chose not to disclose their salary due to confidentiality.

The province of Bukidnon, Philippines cater largely the crop production and agro-processing activities, this reflected the type of agribusiness enterprise interviewed mainly in agro-processing which were close to fifty percent (50%) of the total respondent followed by crop production with forty-five percent (45%). Fewer number of respondents were taken from animal production because at the point of data collection, the Philippines experienced an African Swine Flu (ASF) problem in the swine industry since July 2019 and Mindanao was hit in late February 2020 (African swine fever hit another Mindanao town, 2020) and threat of bird flu in poultry industry (de la Cruz and Coates, 2020) which both leads to discouragement in allowing research survey conduct in the said businesses. Aside from that fact, employees in the said businesses found it difficult to pull out from operations because of contamination issues that may occur. To see the full details of demographic variable data frequency analysis, check Table 4.1.

Table 4.1 *The Agribusiness Enterprise Respondent's Demographic Information*

Number of Demographic Variable	Categories	Cases	Frequency (%)
Gender	Male	195	59.82
	Female	131	40.18
Age Group	18-27 years old	27	8.28
	28-38 years old	84	25.77
	39-49 years old	141	43.25
	50-60 years old	74	22.70
Education Level	Elementary (Completed or not)	74	22.70
	Secondary (Completed or not High School)	152	46.63
	Vocational (Technical courses)	33	10.12
	Bachelor's Degree & College Level	66	20.25
	Master's Degree	1	0.31

Work Experience (Years)	Less than 6 months	9	2.76
	Between 6 to 12 months	19	5.83
	Between 1 to 5 years	45	13.80
	Between 5 to 10 years	30	9.20
	Between 10 to 15 years	92	28.22
	From 15 years and above	131	40.18
Job Position Level	Non-managerial or non-supervisory Level	306	93.87
	Supervisory level	13	3.99
	Managerial level	6	1.84
	Others	1	0.31
Annual Salary	Below 50,000 PhP	5	1.53
	Between 50,001 to 100,000 PhP	124	38.04
	Between 100,001 to 150,000 PhP	169	51.84
	Above 150,001 PhP	6	1.84
	Others	22	6.75
Type of Agribusiness Enterprise	Crop Production	148	45.40
	Animal Production	3	0.92
	Agro-processing and Manufacturing (VAP)	162	49.69
	Others	13	3.99

Note: n = 326

4.2 Convergence Validity and Reliability Test

The factor loadings (FL), composite reliability (CR), and average variance extracted (AVE) were used to test the convergence validity. According to Fornell-Larcker(1981), the scales should be as follows: $AVE > 0.5$, $CR > 0.7$, and items should have an $FL > 0.6$. To detect whether the reliability of the items should be greater than 0.7 (Cronbach's $\alpha > 0.7$), the Reliability test was used. To get a better result of convergence validity and reliability test for actual data gathered, KSB28 was omitted (FL = 0.533) and KSB27 was already omitted after pilot testing of questionnaire items for better reliability test result. Therefore, out of thirty-three (33) questionnaire items proposed, onlythirty-one (31) items were used for further analysis, refer to Table 4.2.

Table 4.2 Scale-Items' Convergence Validity and Reliability Results

Scale	Item	FL	CR	AVE	Cronbach's α
IRJI	IRJI1	0.715	0.875	0.584	0.817
	IRJI2	0.759			
	IRJI3	0.834			
	IRJI4	0.739			

	IRJI5	0.769			
IRJS	IRJS6	0.816	0.889	0.666	0.832
	IRJS7	0.828			
	IRJS8	0.833			
	IRJS9	0.787			
IRAOC	IRAOC10	0.734	0.918	0.650	0.888
	IRAOC11	0.813			
	IRAOC12	0.780			
	IRAOC13	0.859			
	IRAOC14	0.842			
	IRAOC15	0.805			
ERCOC	ERCOC16	0.793	0.875	0.637	0.806
	ERCOC17	0.822			
	ERCOC18	0.780			
	ERCOC19	0.797			

Scale	Item	FL	CR	AVE	Cronbach's α
KSB	KSB24	0.852	0.920	0.592	0.878
	KSB25	0.855			
	KSB26	0.671			
	KSB29	0.805			
	KSB30	0.831			
	KSB31	0.756			
	KSB32	0.635			
	KSB33	0.717			

Notes: IRJI, Intrinsic Retention Job Involvement; IRJS, Intrinsic Retention Job Satisfaction; IRAOC, Intrinsic Retention Affective Organizational Commitment; ERCOC, Extrinsic Retention Continuance Organizational Commitment; ERPS, Extrinsic Retention Pay Satisfaction; KSB, Knowledge Sharing Behavior

4.3 Discriminant Validity and Correlation Coefficients

Discriminant validity was used to identify the degree to which measures of different scales were unrelated. Whereas Pearson correlation measures the strength of the linear relationship between two continuous variables. Comparing the square root of AVE in diagonal values and the correlation coefficients of each scale was assessed for discriminant validity. Discriminant validity was said to be favorable if the square root of the AVE of each scale was greater than the correlation coefficients (Fornell & Larcker, 1981). In Table 4.3, the values in the slanting position, i.e. square root of AVE had shown higher values compared to the values that were not slanting, i.e. correlation coefficients, which indicated that the research question items had satisfactory discriminant validity. While the correlation of variables was very high between

IRAOC and ERPS (*Correlation coefficient = 0.725, significant at 0.01 level*) and from all correlation coefficients, the correlation between IRJS and ERCOC (*Correlation coefficient = 0.495, significant at 0.01 level*) was the least yet positively correlated. For KSB as the dependent variable, it showed a high linear relationship with IRAOC (*Correlation coefficient = 0.647, significant at 0.01 level*) followed by ERPS (*Correlation coefficient = 0.636, significant at 0.01 level*); and a low linear relationship with IRJS (*Correlation coefficient = 0.507, significant at 0.01 level*). (See Appendix E for Pearson Correlation details).

Table 4.3 Discriminant Validity and Correlation Coefficient Analysis

Variables	Mean	SD	IRJI	IRJS	IRAOC	ERCOC	ERPS	KSB
IRJI	3.346	0.623	0.764					
IRJS	3.383	0.657	0.651**	0.816				
IRAOC	3.475	0.597	0.674**	0.674**	0.807			
ERCOC	3.405	0.633	0.565**	0.495**	0.665**	0.798		
ERPS	3.414	0.700	0.550**	0.593**	0.725**	0.661**	0.861	
KSB	3.226	0.627	0.533**	0.507**	0.647**	0.617**	0.636**	0.769

Notes: $n=326$. IRJI, Intrinsic Retention Job Involvement; IRJS, Intrinsic Retention Job Satisfaction; IRAOC, Intrinsic Retention Affective Organizational Commitment; ERCOC, Extrinsic Retention Continuance Organizational Commitment; ERPS, Extrinsic Retention Pay Satisfaction; KSB, Knowledge Sharing Behavior. ****Correlation is significant at the 0.01 level (2-tailed).**

4.4 Hierarchical Regression Analysis

Table 4.4 shows the Hierarchical Regression Analysis - First Approach. The first block in this approach contained the predictors, and control variables, such as gender, age group, educational level, work experience, job position level, type of agribusiness enterprise worked and annual salary (Sang *et al.*, 2019) were named as Model 1. Then, on the second block, the mean of each intrinsic independent variable such as IRJI, IRJS, and IRAOC were added as predictors labeled as model 2, and in model 3, extrinsic independent variables such as ERCOC and ERPS were added in third block. KSB is a dependent variable constant in all models. Among the control variables, only the education level ($\beta = -0.156, p < 0.01$) and annual salary ($\beta = 0.195, p < 0.01$) in Model 1 had a significant contribution as predictors of KSB. But education level had a negative relationship with KSB which means as education level increases, KSB decreases; the highly educated, are the least likely to share knowledge annual salary showed a positive relationship which means as salary increases, KSB increases; the higher the salary, the more likely to share knowledge.

In Model 2, when IR variables were added, only annual salary ($\beta = 0.107, p < 0.05$) from the control variable showed a significant contribution as a predictor of KSB and positively related to KSB. And, for IR variables, IRAOC ($\beta = 0.516, p < 0.001$) was a highly significant contributor as a predictor to KSB outcome followed by IRJI ($\beta = 0.126, p < 0.05$). Both IRAOC, IRJI, and IRJS ($\beta = 0.069, p = 0.260$)

showed a positive relationship as predictors of KSB in Model 2, but *IRJS* was not a statistically significant predictor. In Model 3, the ER variables were added as predictors which includes *ERCOC* and *ERPS*. It showed that only *IRAOC* ($\beta = 0.253, p < 0.001$), *ERCOC* ($\beta = 0.232, p < 0.001$), and *ERPS* ($\beta = 0.271, p < 0.001$) were highly significant predictors of KSB. To the extent of the relationship, *IRAOC*, *ERPS*, *ERCOC*, *IRJI* ($\beta = 0.079, p = 0.177$), and *IRJS* ($\beta = 0.014, p = 0.816$) were both related positively to KSB.

By looking at the significant value and beta coefficients, only *IRAOC* and *ERPS* showed significant predictors of KSB and positively related to KSB which supported hypotheses *H3* and *H5*. For hypotheses *H1* (*IRJI*) and *H2* (*IRJS*) though they showed a positive relationship with KSB, they were not a significant predictor of KSB outcome once ER variables were added as predictors while hypothesis *H4* (*ERCOC*) was not supported since the value of beta coefficient was positive, it turns out to be in an opposite direction as predicted, though it was a significant predictor to KSB outcome. The Durbin-Watson test resulted in 1.517, it was greater than 1.5 (> 1.5) which means there is no autocorrelation in the residuals.

Table 4.5 shows the Second Approach to Hierarchical analysis. The gender, age group, education level, work experience, job position level, type of agribusiness enterprise, and annual salary (Sang *et al.*, 2019) as control variables were entered as predictors of KSB in the first model. Then intrinsic independent variables *IRJI*, *IRJS*, and *IRAOC* were treated as one *IR_Mean* added predictor in the second model, and extrinsic independent variables such as *ERCOC* and *ERPS* as one *ER_Mean* added predictor in the third model. KSB is a dependent variable constant in all models. In this table, the same control variables, education level ($\beta = -0.156, p < 0.01$) and annual salary ($\beta = 0.195, p < 0.01$) were statistically significant predictors of KSB in Model 1. There was a short difference in Model 2, as it showed, only *IR_Mean* ($\beta = 0.620, p < 0.001$) as a significant predictor of KSB outcome, annual salary was not included. In Model 3, as the IR variables which comprise *IRJI*, *IRJS*, and *IRAOC* treated as one predictor of KSB and ER variables which include *ERCOC* and *ERPS*, both *IR_Mean* ($\beta = 0.265, p < 0.001$) and *ER_Mean* ($\beta = 0.510, p < 0.001$) were highly significant predictor to KSB and showed positive relationship to KSB outcome. It was clear that in all independent variables, extrinsic retention (ER) variables weighed in as the highest positive predictor of KSB outcome. The Durbin-Watson test resulted in 1.499 it was closer and equal to 1.5 ($= 1.5$).

Table 4.4 Hierarchical Regression Analysis Result – 1st Approach

Model	Variables	R	R ²	Adjusted R ²	R ² Change	F	Under Standardized Coefficients (β)	t	
1	Step 1	0.293 ^a	0.086	0.066	0.086	4.281			
	Gender						0.009	0.007	0.124
	Age Group						-0.02	-0.028	-0.429
	Education Level						-0.094	-0.156	-2.767**
	Work Experience						0.058	0.130	1.882
	Job Position Level						-0.162	-0.095	-1.574
	Type of Agribusiness Enterprise						0.018	0.058	0.960
	Annual Salary						0.150	0.195	2.993**
2	Step 2	0.674 ^b	0.454	0.437	0.368	70.875			
	Gender						-0.030	-0.023	-0.506
	Age Group						0.014	0.020	0.389
	Education Level						-0.030	-0.050	-1.125
	Work Experience						-0.040	-0.088	-1.580
	Job Position Level						-0.037	-0.022	-0.465
	Type of Agribusiness Enterprise						0.026	0.083	1.785
	Annual Salary						0.082	0.107	2.078*
	IRJI_Mean						0.126	0.126	2.036*
	IRJS_Mean						0.066	0.069	1.128
	IRAOC_Mean						0.542	0.516	8.074***

Model	Variables	R	R ²	Adjusted R ²	R ² Change	F	Durbin-Watson	Under Standardized Coefficients (β)	t	
3	Step 3	0.727 ^c	0.528	0.510	0.074	24.574	1.517			
	Gender							-0.090	-0.070	-1.614
	Age Group							-0.008	-0.011	-0.236
	Education Level							-0.022	-0.036	-0.868

Work Experience	-0.042	-0.095	-1.802
Job Position Level	-0.004	-0.002	-0.055
Type of Agribusiness Enterprise	0.016	0.050	1.143
Annual Salary	0.057	0.075	1.545
IRJI_Mean	0.080	0.079	1.354
IRJS_Mean	0.013	0.014	0.233
IRAOC_Mean	0.266	0.253	3.589***
ERCOC_Mean	0.230	0.232	4.076***
ERPS_Mean	0.242	0.271	4.166***

Note: $n = 326$; $*p < 0.05$, $**p < 0.01$, $***p < 0.001$

- a. Predictors: (Constant), Annual Salary, Gender, Age Group, Education Level, Type of Agribusiness Enterprise, Job Position Level, WorkExperience
- b. Predictors: (Constant), Annual Salary, Gender, Age Group, Education Level, Type of Agribusiness Enterprise, Job Position Level, WorkExperience, IRJS_Mean, IRJI_Mean, IRAOC_Mean
- c. Predictors: (Constant), Annual Salary, Gender, Age Group, Education Level, Type of Agribusiness Enterprise, Job Position Level, WorkExperience, IRJS_Mean, IRJI_Mean, IRAOC_Mean, ERCOC_Mean, ERPS_Mean

Table 4.5 Hierarchical Regression Analysis Result – 2nd Approach

Model	Variables	R	R ²	Adjusted R ²	R ² Change	F	Under Standardized Coefficients (β)	t
1	Step 1	0.293 ^a	0.086	0.066	0.086	4.281		
	Gender						0.009	0.124
	Age Group						-0.020	-0.429
	Education Level						-0.094	-2.767**
	Work Experience						0.058	1.882
	Job Position Level						-0.162	-1.574
	Type of Agribusiness Enterprise						0.018	0.960
	Annual Salary						0.150	2.993**
2	Step 1	0.644 ^b	0.415	0.400	0.329	178.150		
	Gender						-0.007	-0.122
	Age Group						0.010	0.263
	Education Level						-0.026	-0.957
	Work Experience						-0.022	-0.874
	Job Position Level						-0.054	-0.648

Type of Agribusiness Enterprise	0.022	0.070	1.465
Annual Salary	0.066	0.086	1.620
IR_Mean	0.705	0.620	13.347***

Model	Variables	R	R ²	Adjusted R ²	F	Durbin-Watson	Under Standardized Coefficients (β)	t
3	Step 3	0.721	0.519	0.506	68.564	1.499		
	Gender						-0.084	-1.520
	Age Group						-0.013	-0.383
	Education Level						-0.020	-0.800
	Work Experience						-0.035	-1.487
	Job Position Level						-0.007	-0.088
	Type of Agribusiness Enterprise						0.013	0.975
	Annual Salary						0.048	1.288
	IR_Mean						0.302	4.415***
	ER_Mean						0.526	8.280***

Note: $n = 326$; $*p < 0.05$, $**p < 0.01$, $***p < 0.001$

- Predictors: (Constant), Annual Salary, Gender, Age Group, Education Level, Type of Agribusiness Enterprise, Job Position Level, Work Experience
- Predictors: (Constant), Annual Salary, Gender, Age Group, Education Level, Type of Agribusiness Enterprise, Job Position Level, Work Experience, IRJS_Mean, IRJI_Mean, IRAOC_Mean
- Predictors: (Constant), Annual Salary, Gender, Age Group, Education Level, Type of Agribusiness Enterprise, Job Position Level, Work Experience, IRJS_Mean, IRJI_Mean, IRAOC_Mean, ERCOC_Mean, ERPS_Mean

4.5 Discussions of the Results

As presented in the tables above, intrinsic, and extrinsic job retention strategies had an overall positive relationship to knowledge-sharing behavior (KSB) in the Philippines agribusiness enterprise context. As differentiated, Job Retention Strategy was classified into Intrinsic Retention (IR) which includes Job Involvement (IRJI), Job Satisfaction (IRJS), and Affective Organizational Commitment (IRAOC); or Extrinsic Retention (ER) which comprises Continuance Organizational Commitment (ERCOC) and Pay Satisfaction (ERPS). Out of these five (5) job retention strategies, it was specifically shown that overall, the combination of ER strategy gave the highest positive relationship and highly significant predictor to

knowledge sharing behavior among the respondents surveyed (ER_{Mean} , $\beta = 0.510$, $p < 0.001$). And if treated as specific retention variables, $ERPS$ ($\beta = 0.271$, $p < 0.001$) showed the highest impact on KSB, followed by $IRAOC$ ($\beta = 0.253$, $p < 0.001$) and $ERCOC$ ($\beta = 0.232$, $p < 0.001$). Looking at the hypothesis statement below, $H1$, $H2$, $H3$, and $H5$ were supported by the result while only $H4$ was not supported since COC was also positively related to employee's KSB in the Philippines agribusiness context.

Hypothesis Statement	Beta Coefficient (Positively or Negatively related to KSB)	Significant Predictor to KSB (Yes or No)	Hypothesis (Supported or Not Supported)
<i>H1: High job involvement is related positively to employee's knowledge sharing behavior.</i>	Positively Related	Yes, $p < 0.05$	Supported
<i>H2: Job satisfaction is related positively to employee's knowledge sharing behavior.</i>	Positively Related	No	Supported
<i>H3: Organizational commitment, affective innature, and employee's sharing of knowledge behavior are related positively.</i>	Positively Related	Yes, $p < 0.001$	Supported
<i>H4: Continuance of organizational commitment is negatively related to employees' knowledge-sharing behavior.</i>	Not Positively Related	Yes, $p < 0.001$	Supported
<i>H5: Pay satisfaction is positively related to employee's sharing of knowledge behavior.</i>	Positively Related	Yes, $p < 0.001$	Supported

H1 was supported. Intrinsic Retention Job Involvement (*IRJI*) such that an employee has robust bonds with the current work, which was tough to halt, the utmost of the employee's interest centered on their job, and the work is considered by the employee as the greatest imperative value that happened in their lifetime positively impact KSB. This active participation of employees in the job they worked with encourages knowledge-sharing behavior with co-workers, Lin (2007) found that participative decision-making which is also defined as the involvement of the employees in their job had a significant influence on KSB. In addition, Teh & Sun (2012) concluded in their research findings that job involvement had a direct and positive effect on KSB.

H2 was supported. Intrinsic Retention Job satisfaction (*IRJS*) such that the employees had satisfaction in the work they performed, their satisfaction in their relations to other workers, and satisfaction in the supervision and management in their work was positively related to KSB but not a significant predictor to KSB outcome. Though it was not a significant predictor of KSB in the Philippines Agribusiness enterprises context, just as the study of Du *et al.* (2011) which they unsuccessfully instituted a numerical noteworthy association between sharing of knowledge and performance labeled as personal satisfaction job satisfaction showed positive relationship to KSB. Just as the assessment of de Vries *et al.* (2006) presented job satisfaction had positive implications for willingness to share knowledge. Job satisfaction has a direct influence on KSB (Sang *et al.*, 2019).

H3 was supported. Intrinsic Retention Affective Organizational Commitment (*IRAOC*) such that the employees felt their belongingness or being part of the family in an organization, they found their emotions attached to it and had great personal meaning about the organization positively related and highly significant to predict KSB. This high impact had been the same conclusive findings of Sang *et al.* (2019) that affective organizational commitment had a positive significant influence on both explicit and tacit knowledge. Meyer & Allen (1997) also claimed that affective commitment was related positively to an individual's inclination to donate and receive knowledge. Affective organizational commitment is indeed an important determinant of knowledge sharing (Van de Hooff & Van Weenen, 2004).

H4 was not supported. Extrinsic Retention Continuance Organizational Commitment (*ERCOC*) proved to be a positively related and significant predictor of KSB as the employees perceived that the organization, they worked for would be tough to leave for now even if they wanted to and leaving the organization would give them too few options to consider. The hypothesis was not supported to the extent that most of the respondents completed or did not have a secondary level of education and were aged thirty-nine (39) to forty-nine (49) years old. At this age and educational attainment level, they would prefer to stay in the organization they worked for than leave it as it might find them difficult to land another job especially these days of the highly competitive working environment. Given that the focus of the study was all regular employees, this type of employment had the privilege to loan money in the organization they worked with, thence it gave them no options to leave even if they wanted to since they needed to clear their loans before they could process an employment exit clearance. Their pay satisfaction also gave them a reason to continue in the organization as they compared it to be more advantageous than leaving the organization. The continuance commitment led the employees to share their knowledge with other workers especially those who were new in the operation and those employees who were soon retiring, do not propose to leave the firm without securing the knowledge transfer to other workers.

The result of *H4*, wherein the predicted outcome of a negative relationship turns out to be, that *ERCOC* is positively related to KSB and was a highly significant predictor could show the fundamental fact that organizational culture in the sphere of Philippines Agribusiness enterprises context had a link to

understand KSB among workers. As described by Hofstede (1980, 2001), other countries that belong to the dimension such as Anglo, look at the performance orientation culture within an organization, the organization encourages and rewards group members for improved performance and excellence (Northouse, 2013), thus, the workers tend to less likely share knowledge (negative relationship) as continuance commitment was observed as their performance and incentive could somehow be threatened. But, in the Philippines which was included in the dimension of Southern Asia, the organizational culture of “in-group collectivism and humane orientation” was perceived as opposite to the Anglo organizational environment (Northouse, 2013). Thus, ERCOC showed a positive association with KSB since workers observed that the degree of cultural encouragement and rewards for people was based on the workers’ loyalty, fair treatment, altruism, generosity, care, and kindness to others. As this kind of culture was met, the more satisfaction a worker felt, the more cost an employee perceived if it leaves the organization and that drives positive continuance commitment and KSB associated.

H5 was supported. Extrinsic Retention Pay Satisfaction (*ERPS*) also reflected a positive relationship and highly significant predictor of KSB. The respondents were satisfied with the pay they received, this pay included employees’ level of pay, raises of pay, benefits, administration of pay, and bonuses. Employees perceived their pay to be high compared with the same work in another organization. They also perceived satisfaction in terms of the pay and amount of work they did in the organization. This perception led to the study of Deckop *et al.* (1999) which stated that when there was a misalignment between rewards (as a form of pay) and employee performance, KSB suffered. Pay satisfaction was highly correlated with affective organizational commitment too. This result revealed that in the Philippines agribusiness context, a formal control such as pay satisfaction would be ineffective in motivating desired behavior such as KSB if informal control such as affective organizational commitment was low. This statement was somehow supported by the findings stated in Auh & Menguc's (2013) study that the negative relationship between pay and KSB could be reversed to positive if the quality of relationships such as trust, rapport, and mutual reciprocity among workers were high.

It was vital to note that roughly two of the control variables: education level ($\beta = -0.156, p < 0.01$) reflected a negative influence on KSB and annual salary ($\beta = 0.195, p < 0.01$) showed a positive influence. In the Philippines context, the level of education of employees in Agribusiness enterprises revealed that KSB outcome decreases as the level of education increases, meaning, in this study, the more highly educated an employee, the less likely to share the knowledge. The result of the study presented that the peak of the data was in the secondary level of education (both finished and did not finish high school), not highly educated ones compared to college level or graduate. Hence, even if the agriculture sector has the least educated workforce among the three major sectors (agriculture, industrial, and service) because the educated workers tend to work outside agriculture, either in the industrial or service sector (Briones, 2017), there was still an emerging knowledge sharing behavior among Agribusiness enterprises workers. Highly educated workers supposedly should take part in the knowledge-sharing process, yet this study showed they were less likely to share. Highly educated workers were more exposed to wider know-how and experience which led to the accumulation of more tacit knowledge. Tacit knowledge is composed of personal intuitions, feelings, talents, and other forms of knowledge that are difficult to decode and non-rational. This serves as an excellent reservoir of intangible resources that any organization could have to gain a major competitive advantage (Udrea, 2020).

Based on the respondents’ profile, the majority of those who take part in managerial and supervisory roles in the agribusiness enterprises surveyed were highly educated. There could be something

to do with power, authority, and the personality traits of the employee that were not specifically considered in this research. Personality traits affect the ability of a person to share knowledge or to hide knowledge (Anand *et al.*, 2014). A phenomenon called knowledge hoarding or knowledge hiding, happens when an employee pretends to not know something, promises to share something but never does it or tells people they can't share though they could (Gagné *et al.*, 2020). According to the study of Muqadas *et al.* (2017), an employee hoards knowledge (does not share knowledge) to gain more power, authority, influence, promotion, opportunities, and employee favoritism. This showed the notion of "crab mentality" among Filipinos, which needed to get rid of. Crab mentality is defined as a person with the habit of feeling threatened by the growth of others and deliberately stunting the growth of others (Caoile, 2020).

The annual salary was the most significant contributor to KSB. This means that from the respondents surveyed, the higher the salary a worker earns, the more likely they are to share knowledge. Salary as part of pay satisfaction was an explicit/hard reward classified by Hall (2001) which motivated employees to share knowledge (Liang *et al.*, 2020). In the observation of Liang *et al.* (2008), their research proposed an extended social exchange model from social exchange theory. It had three dimensions which included organizational context using a reward system. This reward system ranged from salary and bonuses which were described in this study as part of pay satisfaction. The study showed reward systems as positively associated with an individual's KSB. As described by Abraham Harold Maslow's Need theory, those who experienced fulfillment of physiological needs; safety needs; needs for love, affection, and belongingness; and esteem needs would lead to satisfaction of self-actualization needs. The more satisfaction in those needs, both intrinsic and extrinsic, that the worker gets, the more likely a worker is to share knowledge. As stated by Jerome (2020), an employee who experiences self-actualization is the most effective leader. Thus, managers and supervisors who had fulfilled esteemed needs such as rewards in the form of financial motivation (e.g., salaries) were more likely satisfied and encouraged to share knowledge and prevent hoarding of knowledge.

Lin (2007) concluded that rewards did not influence employees' willingness to share knowledge with their colleagues. However, Kim & Lee's (2020) study suggested that the variable that affected employee KSB was the reward system. In this study, it supported the statement of Kim & Lee (2020) and Liang *et al.* (2020). Since workers were more satisfied with their pay, more they were determined to share knowledge. From the social exchange theory concept, there were cost-benefits among employees' behavior to share knowledge. Employees compare the pay satisfaction they get (benefits) from a knowledge-sharing effort (costs).

4.6 Theoretical Implications

According to the study of Teh & Sun (2012), in the context of Information System personnel in Malaysia, knowledge-sharing behavior was established to have a positive association with involvement and satisfaction with the job, and continuance of organizational commitment was negatively related. Sang *et al.* (2019), emphasize that affective organizational commitment has a significant influence in explicit and tacit sharing of knowledge in the setting of project members in project management organizations in China. Only a few have specified pay satisfaction and its relationship with knowledge sharing. There was no existing research that summarizes job retention strategy into two components: intrinsic retention and extrinsic and their relationship to knowledge-sharing behavior in the context of agribusiness enterprise workers or employees. This research gave a different view of knowledge-sharing behavior from strategic human resource management's job retention strategy standpoint.

The findings highlighted the important combination of intrinsic retention affective organizational commitment (*IRAOC*) and extrinsic retention pay satisfaction (*ERPS*) to knowledge-sharing behavior. In the Philippines agribusiness enterprises context, these two job retention practices were fundamental for knowledge-sharing behavior to take place while intrinsic retention job involvement (*IRJI*) and intrinsic retention job satisfaction (*IRJS*) were positively related to KSB but not a significant predictor when extrinsic retention variables were added as a predictor. In this review, this paper adds another important contribution to understanding job retention strategy and its relationship with knowledge-sharing behavior.

4.7 Practical Implications

As mentioned, there were top five main reasons for employees' separation from their work collected from surveying the three major sectors of the Philippines: Agriculture, Forestry, and Fishing; Industry and Services. Among these five, reasons such as AWOL, voluntary resignation, working abroad, and being hired by another company were something that could be worked on by using a job retention strategy by strategic human resource management (SHRM). *ERPS* was found to be the most impactful job retention strategy that encourages knowledge-sharing behavior in Philippines agribusiness. The reality today in the Philippines is that workers tend to voluntarily resign to find better opportunities to generate better income from their job, thence, sometimes employees are motivated to apply to another company and be hired which offers better salary, compensation, and benefits. This was therefore one of the important strategies that the SHRM should focus on to retain employees.

Managers of agribusiness companies should see to it that the pay received by the workers compensates the amount that they do for the company. This pay does not just refer to the basic salary, it also includes other forms of pay such as overtime pay, pay level, pay raises, monetary and non-monetary forms of benefits, rewards, bonuses, and pay administration. The company should be able to convince their workers that they are worth the pay they receive. Pay satisfaction should be felt by all workers in the company, workers as well should have an equal chance of generating money out of their work as much as other co-employees. A human resource system such as performance-based appraisal is a good start underlying the principle of pay raises satisfaction.

Since *IRAOC* was highly correlated with *ERPS*, managers, and employees could work out their commitment to their jobs by considering one another as being part of a family. This is the fact among Filipinos, who rely more on emotion and collective behavior towards their work. Affective Organizational Commitment is important to give employees a personal meaning because they work and dedicate time and effort to the firm they work with. The workers should be able to find their sense of belongingness, importance, and meaning of their existence in the organization. Once the management can establish that personal meaning among their workers, it's no difficulty but a sense of pride in the employees promoting and telling other people outside their organization about the firm they worked with. With the combination of *ERPS* and *IRAOC* retention strategies, employees frequently share their experience in their work and frequently collect experience from other co-workers. Employees tend to collect more tacit knowledge (or practical, personal experience seldom expressed openly within an organization).

It is also important to consider also to enhance the organizational policy of the organization to promote knowledge-sharing behavior. Although, normative organizational commitment, is associated with desirable outcomes such as the employee's behavior to share knowledge (Meyer *et al.*, 2002) but not as strongly as affective and continuance organizational commitment, it is still important to incorporate it as a retention strategy for employees to perceived obligation to remain in the organization. By doing so, all

newly crafted policies to enhance knowledge sharing in the organization could be practiced as delegated.

4.8 Chapter Summary

The fact that most of the skilled regular workers nowadays in agribusiness are in the range of thirty-nine (39) to forty-nine (49) years old, some are going retirement too, this has been addressing that the continuous sharing of knowledge needed to be observed by focusing job retention strategies such as *IRAOC* and *ERPS*. Also, as stated in the rationale, one of the reasons for workers' labor turnover in agriculture includes working abroad, as it was a fact for Filipinos that working overseas gives better pay and incentives. Cultivating strategic human resource practices in pay satisfaction (*ERPS*) and affective organizational commitment (*IRAOC*) was a vital way (correlation coefficient = 0.725) to retain employees and encourage knowledge-sharing behavior.

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

Employees' perspective on job retention strategy had an overall high significant impact on both Intrinsic Retention (*IR*) and Extrinsic Retention (*ER*) to knowledge sharing behavior (*KSB*). But *ER* was highly positively related to *IR*. This answers the research question that job retention strategy was important for sharing knowledge behavior of the workers in the Philippines agribusiness enterprises situation. Extrinsic Retention Pay Satisfaction (*ERPS*) was on top among five job retention variables that had a positive relationship to *KSB* and were highly significant predictors. Intrinsic Retention Affective Organizational Commitment (*IRAOC*) was next to *ERPS*. All job retention variables were positively related to *KSB*. Annual salary showed a positive significant impact on *KSB* while education level showed a negative significant impact on *KSB*.

The study gave an idea of what specific job retention strategy could be used in retaining employees in Agribusiness enterprises and which contributes highly to *KSB*. Pay satisfaction showed an important role in employees' perception of sharing knowledge. The correlation between affective organizational commitment and pay satisfaction was not clearly emphasized in any study of *KSB*. In this research, it was proven that *ERPS* and *IRAOC* gave the best combination to predict *KSB* among agribusiness enterprises.

5.2 Recommendations

This study had limitations that should be acknowledged. First, the study was conducted in a short period, better results could be generated if longitudinal research were applied. Second, the study only focused on regular employees, it would be interesting to look out also the probationary (6 month's contractual workers) and casual workers. It would be good also to look at the employer's perspective on job retention strategy and its relationship to knowledge-sharing behavior. Third, the study may not only focus on agribusiness enterprises but might also consider any organization that work with the industrial and services sector. Fourth, the study is solely based on job retention strategy and its relationship to knowledge-sharing behavior. There could be further studies to investigate such as personality traits as part of organizational behavior and how it impacts knowledge-sharing behavior. It would also be interesting to know when knowledge hiding and knowledge hoarding took place when personality traits among employees were considered in knowledge-sharing behavior.

REFERENCES

1. Alagaraja, M. (2013). Mobilizing organizational alignment through strategic human resource development. *Human Resource Development International*, 16(1), 74–93. <https://doi.org/10.1080/13678868.2012.740794>
2. Allen, N.J and Meyer, J.P. (1996). Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity. *Journal of Vocational Behavior*, 252-276.
3. Anand, P., & Jain, K. K. (2014). Big Five Personality Types & Knowledge Hiding Behaviour: A Theoretical Framework. *Archives of Business Research*, 2(5), 47-56. <https://doi.org/10.14738/abr.25.355>
4. Auh, S. and Menguc, B. (2013), "Knowledge sharing behaviors of industrial salespeople", *European Journal of Marketing*, Vol. 47 No. 8, pp. 1333-1355. <https://doi.org/10.1108/03090561311324354>
5. Biswanath Dutta, D., Devika P. Madalli, D., Tangaraja, G., Mohd Rasdi, R., Ismail, M. and Abu Samah, B. (2015), "Fostering knowledge sharing behavior among public sector managers: a proposed model for the Malaysian public service", *Journal of Knowledge Management*, Vol. 19 No. 1, pp. 121-140. <https://doi.org/10.1108/JKM-11-2014-0449>
6. Boateng, H., Okoe, A. F., & Mensah, T. D. (2017). The relationship between human resource practices and knowledge sharing in service firms. *Business Information Review*, 34(2), 74–80. <https://doi.org/10.1177/0266382117711327>
7. Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship Behavior and the Creation of Social Capital in Organizations. *Academy of Management Review*, 27(4), 505–522. <https://doi.org/10.5465/AMR.2002.7566023>
8. Bolman, S. A. (1992). The Ultimate Advantage: Creating the High-Involvement Organization. *Human Resource Planning*, 15(3), 95–97. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=9410050703&site=ehost-live>
9. Briones, R. M. (2017, November). Philippine Institute of Development Studies. Retrieved from Characterization of Agricultural Workers in the Philippines: <https://pidswebs.pids.gov.ph/CDN/PUBLICATIONS/pidsdps1731.pdf>
10. Buck, J.M. & Watson, J.L. (2002). Retaining Staff Employees: The Relationship between Human Resources Management Strategies and Organizational Commitment. *Innovative Higher Education*, 26: 175.
11. <https://doi.org/10.1023/A:1017916922194>
12. bukidnon.gov.ph. (2012, November 19). Republic of the Philippines: Province of Bukidnon Agriculture. Retrieved from GOVPH:<https://bukidnon.gov.ph/2012/11/19/agriculture/2/>
13. Caoile, G. (2020). *Why Filipinos need to get rid of CRAB MENTALITY to be SUCCESSFUL - When In Manila*. When In Manila. Retrieved 23 April 2020, from <https://www.wheninmanila.com/why-filipinos-need-to-get-rid-of-crab-mentality-in-order-to-be-successful/>.
14. Camelo-Ordaz, C., García-Cruz, J., Sousa-Ginel, E., & Valle-Cabrera, R. (2011). The influence of human resource management on knowledge sharing and innovation in Spain: the mediating role of affective commitment. *International Journal of Human Resource Management*, 22(7), 1442–1463. <https://doi.org/10.1080/09585192.2011.561960>
15. Carraher, S. (2011), "Turnover prediction using attitudes towards benefits, pay, and paysatisfaction among employees and entrepreneurs in Estonia, Latvia, and Lithuania", *Baltic Journal of Management*, Vol. 6 No. 1, pp. 25-52. <https://doi.org/10.1108/17465261111100905>

16. cnn. 2020. African Swine Fever Hits Another Mindanao Town. [online] Available at:
17. <<https://www.cnnphilippines.com/regional/2020/2/13/african-swine-fever-davao-del-sur.html>> [Accessed 14 April 2020].
18. Dar, D. W. (2017, April 28). The Manila Times. Retrieved from MSMEs for Agriculture: <https://www.manilatimes.net/2017/04/28/business/columnists-business/MSMEs-for-agriculture/324429/324429/>
19. Datta, D. K., Guthrie, J. P., & Wright, P. M. (2005). Human Resource Management and Labor Productivity: Does Industry Matter? *Academy of Management Journal*, 48(1), 135–145. <https://doi.org/10.5465/AMJ.2005.15993158>
20. Dela Cruz, E., and Coates, S., 2020. Philippines Detects Bird Flu Outbreak In Quail Farm.
21. [online] [reuters.com](https://www.reuters.com). Available at:
22. <<https://www.reuters.com/article/us-philippines-birdflu/philippines-detects-bird-flu-outbreak-in-quail-farm-idUSKBN2130R9>> [Accessed 14 April 2020].
23. de Vries, R. E., van den Hooff, B., & de Ridder, J. A. (2006). Explaining Knowledge Sharing: The Role of Team Communication Styles, Job Satisfaction, and Performance Beliefs. *Communication Research*, 33(2), 115–135. <https://doi.org/10.1177/0093650205285366>
24. Deckop, J.R., Mangel, R. and Cirka, C.C. (1999), “Getting more than you pay for organizational citizenship behavior and pay-for-performance plans”, *Academy of Management Journal*, Vol. 42 No. 4, pp. 420-428.
25. Department of Trade and Industry and Board of Investments. (2019). <http://industry.gov.ph>. Retrieved from Securing The Future of Philippine Industries: <http://industry.gov.ph/category/agribusiness/>
26. Department of Trade and Industry. (2019). GOVPH: MSME Statistics. Retrieved from Department of Trade and Industry: Trabaho, Negosyo, Konsyumer: <https://www.dti.gov.ph/dti/index.php/2014-04-02-03-40-26/news-room/179-workshop-on-market-access-for-MSME-set>
27. Department of Labor and Employment. (2012). <http://www.ble.dole.gov.ph/downloads/Publications/ICG/ICG-Agribusiness.pdf>. Retrieved from <http://www.ble.dole.gov.ph>: <http://www.ble.dole.gov.ph/downloads/Publications/ICG/ICG-Agribusiness.pdf>
28. Du R., Ai S., Abbott P. & Zheng Y. 2011, Contextual Factors, Knowledge Processes and Performance in Global Sourcing of IT Services: An Investigation in China, *Journal of Global Information Management (JGIM)*, 19, 2, 26.
29. Durmusoglu, S., Jacobs, M., Nayir, D.Z., Khilji, S. and Wang, X. (2014), “The quasi-moderating role of organizational culture in the relationship between rewards and knowledge shared and gained”, *Journal of Knowledge Management*, Vol.18 No. 1, pp. 19-37.
30. Figueiredo, E., Pais, L., Monteiro, S. and Mónico, L. (2016), "Human resource management impact on knowledge management", *Journal of Service Theory and Practice*, Vol. 26 No. 4, pp. 497-528. <https://doi.org/10.1108/JSTP-12-2014-0269>
31. 2014-0269
32. Flinchbaugh, C., Li, P., Luth, M. T., & Chadwick, C. (2016). Team-level high involvement work practices: investigating the role of knowledge sharing and perspective taking. *Human Resource Management Journal*, 26(2), 134–150. <https://doi.org/10.1111/1748-8583.12098>
33. Gagné, M., Wei Tian, A., Soo, C., Zhang, B., Ho, K., & Hosszu, K. (2020). Why Employees Don't Share Knowledge. *Harvard Business Review*. Retrieved 23 April 2020, from

- <https://hbr.org/2019/07/why-employees-dont-share-knowledge-with-each-other>.
34. García, M. F., Posthuma, R. A., Mumford, T., & Quiñones, M. (2009). The Five Dimensions of Pay Satisfaction in a Maquiladora Plant in Mexico. *Applied Psychology: An International Review*, 58(4), 509–519. <https://doi.org/10.1111/j.1464-0597.2008.00370>.
35. Gill, H., Meyer, J., Lee, K., Shin, K.-H., & Yoon, C.-Y. (2011). Affective and continuance commitment and their relations with deviant workplace behaviors in Korea. *Asia Pacific Journal of Management*, 28(3), 595–607. <https://doi.org/10.1007/s10490-009-9165-0>
36. Haesli, A., & Boxall, P. (2005). When knowledge management meets HR strategy: an exploration of personalization-retention and codification-recruitment configurations. *International Journal of Human Resource Management*, 16(11), 1955–1975. <https://doi.org/10.1080/09585190500314680>
37. Hampel-Milagrosa, A. (2014). Micro and small enterprise upgrading in the Philippines: the role of the entrepreneur, enterprise, networks and business environment, *Studies*, No. 86, ISBN 978-3-88985-640-1, Deutsches Institut für Entwicklungspolitik (DIE), Bonn
38. Hong, J. and Kuo, C. (1999), "Knowledge management in the learning organization", *Leadership & Organization Development Journal*, Vol. 20 No. 4, pp. 207-215. <https://doi.org/10.1108/01437739910277019>
39. Ilker Etikan, Sulaiman Abubakar Musa, Rukayya Sunusi Alkassim. Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics*. Vol. 5, No. 1, 2016, pp. 1-4. doi: 10.11648/j.ajtas.20160501.11
40. Jayasingam, S., Govindasamy, M. and Garib Singh, S. (2016), "Instilling affective commitment: insights on what makes knowledge workers want to stay",
41. *Management Research Review*, Vol. 39 No. 3, pp. 266-288. <https://doi.org/10.1108/MRR-03-2014-0060>
42. Jerome, N. (2020). Application of Maslow's hierarchy of needs theory; impacts and implications on organizational culture, human resources, and employee performance. <https://s3.amazonaws.com/academia.edu.documents>. Retrieved
43. 1 May 2020, from [https://s3.amazonaws.com/academia.edu.documents/37416838/Applications_of_Maslows_theory.pdf?response-content-disposition=inline%3B%20filename%3DApplication_of_the_Maslows_hierarchy_of.pdf&X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=ASIATUSBJ6BAEI4OVBRX%2F20200501%2Fus-east-1%2Fs3%2Faws4_request&X-Amz-Date=20200501T063053Z&X-Amz-Expires=3600&X-Amz-SignedHeaders=host&X-Amz-Security-Token=IQoJb3JpZ2luX2VjEO3%2F%2F%2F%2F%2F%2F%2F%2F%2FwEaCXVzLWVh](https://s3.amazonaws.com/academia.edu.documents/37416838/Applications_of_Maslows_theory.pdf?response-content-disposition=inline%3B%20filename%3DApplication_of_the_Maslows_hierarchy_of.pdf&X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=ASIATUSBJ6BAEI4OVBRX%2F20200501%2Fus-east-1%2Fs3%2Faws4_request&X-Amz-Date=20200501T063053Z&X-Amz-Expires=3600&X-Amz-SignedHeaders=host&X-Amz-Security-Token=IQoJb3JpZ2luX2VjEO3%2F%2F%2F%2F%2F%2F%2F%2F%2F%2FwEaCXVzLWVh)
44. [_of_Maslows_theory.pdf?response-content-disposition=inline%3B%20filename%3DApplication_of_the_Maslows_hierarchy_of.pdf&X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=ASIATUSBJ6BAEI4OVBRX%2F20200501%2Fus-east-1%2Fs3%2Faws4_request&X-Amz-Date=20200501T063053Z&X-Amz-Expires=3600&X-Amz-SignedHeaders=host&X-Amz-Security-Token=IQoJb3JpZ2luX2VjEO3%2F%2F%2F%2F%2F%2F%2F%2F%2FwEaCXVzLWVh](https://s3.amazonaws.com/academia.edu.documents/37416838/Applications_of_Maslows_theory.pdf?response-content-disposition=inline%3B%20filename%3DApplication_of_the_Maslows_hierarchy_of.pdf&X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=ASIATUSBJ6BAEI4OVBRX%2F20200501%2Fus-east-1%2Fs3%2Faws4_request&X-Amz-Date=20200501T063053Z&X-Amz-Expires=3600&X-Amz-SignedHeaders=host&X-Amz-Security-Token=IQoJb3JpZ2luX2VjEO3%2F%2F%2F%2F%2F%2F%2F%2F%2FwEaCXVzLWVh)
45. 1%2Fs3%2Faws4_request&X-Amz-Date=20200501T063053Z&X-Amz-Expires=3600&X-Amz-SignedHeaders=host&X-Amz-Security-Token=IQoJb3JpZ2luX2VjEO3%2F%2F%2F%2F%2F%2F%2F%2F%2FwEaCXVzLWVh
46. 2FwEaCXVzLWVh
47. Karami, A., Jones, B. and Kakabadse, N. (2008), "Does strategic human resource management matter in high-tech sector? Some learning points for SME managers", *Corporate Governance*, Vol. 8 No. 1, pp. 7-17. <https://doi.org/10.1108/14720700810853365>
48. Kianto, A., Vanhala, M., & Heilmann, P. (2016). The impact of knowledge management on job satisfaction. *Journal of Knowledge Management*, 20(4), 621–636. <https://doi.org/10.1108/JKM-10-2015-0398>
49. Kim, S., & Lee, H. (2020). *The Impact of Organizational Context and Information Technology on*

- Employee Knowledge-Sharing Capabilities*.<https://onlinelibrary.wiley.com/>. Retrieved 23 April 2020, from <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1540-6210.2006.00595.x>.
50. Lambert, E.G., Qureshi, H., Frank, J. et al. Job Stress, Job Involvement, Job Satisfaction, and Organizational Commitment and Their Associations with Job Burnout Among Indian Police Officers: a Research Note. *J Police Crim Psych* 33, 85–99 (2018). <https://doi.org/10.1007/s11896-017-9236-y>
51. Liang, T., Liu, C., & Wu, C. (2020). *Can Social Exchange Theory Explain Individual Knowledge-Sharing Behavior? A Meta Analysis*. [Aisel.aisnet.org](http://aisel.aisnet.org). Retrieved 23 April 2020, from <https://aisel.aisnet.org/cgi/viewcontent.cgi?article=1046&context=icis2008>
52. Li-Mei Hung, Yueh-Shian Lee, & De-Chih Lee. (2018). The Moderating Effects of Salary Satisfaction and Working Pressure on the Organizational Climate, Organizational Commitment to Turnover Intention. *International Journal of Business & Society*, 19(1), 103–116. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=128886143&site=ehost-live>
53. Lin, C. (2007), "To share or not to share: modeling knowledge sharing using exchange ideology as a moderator", *Personnel Review*, Vol. 36 No. 3, pp. 457-475. <https://doi.org/10.1108/00483480710731374>
54. Lin, H.-F. (2007). Effects of extrinsic and intrinsic motivation on employee knowledge sharing intentions. *Journal of Information Science*, 33(2), 135–149. <https://doi.org/10.1177/0165551506068174>
55. Lin, H. (2007), "Knowledge sharing and firm innovation capability: an empirical study", *International Journal of Manpower*, Vol. 28 No. 3/4, pp. 315-332. <https://doi.org/10.1108/01437720710755272>
56. Miller, D.L. and Karakowsky, L. (2005), "Gender influences as an impediment to knowledge sharing: when men and women fail to seek peer feedback", *Journal of Psychology*, Vol. 139 No. 2, pp. 101-118.
57. Mitra, R. M. (2013, September). Asian Development Bank: ADB Economics Working Paper. Retrieved from *Leveraging Service Sector Growth in the Philippines*: <https://www.adb.org/sites/default/files/publication/30385/ewp-366.pdf>
58. Mooradian, T., Renzl, B. and Matzler, K. (2006), "Who trusts? Personality, trust and knowledge sharing", *Management Learning*, Vol. 37 No. 4, pp. 523-540.
59. Meyer, J.P., Stanley, D., Herscovitch, L. and Topolnytsky, L. (2002), "Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates and consequences", *Journal of Vocational Behavior*, Vol. 61 No. 1, pp. 20-52.
60. Meyer, J.P. and Herscovitch, L. (2001), "Commitment in the workplace: toward a general model", *Human Resource Management Review*, Vol. 11 No. 3, pp. 299-326
61. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage Publications.
62. Meyer, J.P. and Allen, N.J. (1991), "A three-component conceptualization of organizational commitment", *Human Resource Management Review*, Vol. 1 No. 1, pp. 61-89.
63. Muqadas, F., Rehman, M., Aslam, U. and Ur-Rahman, U. (2017), "Exploring the challenges, trends, and issues for knowledge sharing: A study on employees in public sector universities", *VINE Journal of Information and Knowledge Management Systems*, Vol. 47 No. 1, pp. 2-15.
64. Noe, R.A., Hollenbeck, J.R., Gerhart, B. & Wright, P.M. (2019). *Human Resource Management: Gaining a Competitive Advantage*, Eleventh Edition, UK: McGraw-Hill Education
65. Northouse, P. G. (2013). *Leadership: Theory and practice* (6th ed.). Thousand Oaks, California:

SAGE.

67. Philippine Statistics Authority. (2019). <https://psa.gov.ph>. Retrieved from Labor Turnover Survey: <https://psa.gov.ph/labor-turnover-survey>
68. Philippine Statistics Authority. (2018, November). <https://psa.gov.ph>. Retrieved from Philippine Statistics Authority: LabStat Updates: https://psa.gov.ph/sites/default/files/attachments/ird/specialrelease/LTS_2Q2018.pdf
69. Rose, S., & Raja, K. G. (2016). Role of HR Practices, Job Satisfaction, and Organization Commitment in Employee Retention. *CLEAR International Journal of Research in Commerce & Management*, 7(10), 1–3. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=120562148&site=ehost-live>
70. Sang, L., Xia, D., Ni, G., Cui, Q., Wang, J. and Wang, W. (2019), "Influence mechanism of job satisfaction and positive affect on knowledge sharing among project members", *Engineering, Construction and Architectural Management*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/ECAM-10-2018-0463>
71. Scott, M. E. (2015, December). Scholar Works: Walden University. Retrieved from Walden Dissertations and Doctoral Studies: <https://scholarworks.waldenu.edu/dissertations/1802/>
72. Smith, P. C., Kendall, L. M. and Hulin, C. L. (1969) *Measurement of satisfaction in work and retirement*, Rand McNally, Chicago
73. Soliman, F., & Spooner, K. (2000). Strategies for implementing knowledge management: role of human resources management. *Journal of Knowledge Management*, 4(4), 337–345. doi: 10.1108/13673270010379894
74. Srirangam Ramaprasad, B., Lakshminarayanan, S. and Pai, Y. (2018), "The relationship between developmental HRM practices and voluntary intention to leave among IT professionals in India: the mediating role of affective commitment", *Industrial and Commercial Training*, Vol. 50 No. 6, pp. 285–304. <https://doi.org/10.1108/ICT-01-2018-0001>
75. Stringer, C., Didham, J. and Theivananthampillai, P. (2011), "Motivation, pay satisfaction, and job satisfaction of front-line employees", *Qualitative Research in Accounting & Management*, Vol. 8 No. 2, pp. 161-179. <https://doi.org/10.1108/11766091111137564>
76. Sunil Ramlall, P. (2004, September). Academia.edu. Retrieved from A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations: https://s3.amazonaws.com/academia.edu/documents/40084558/Review_of_Employee_Motivation_Theories_-_Journal_of_American_Academy_of_Business.pdf?response-content-disposition=inline%3B%20filename%3DReview_of_Employee_Motivation_Theories_.pdf&X-Amz-Algorithm=A
77. [_Theories_.pdf](https://s3.amazonaws.com/academia.edu/documents/40084558/Review_of_Employee_Motivation_Theories_.pdf?response-content-disposition=inline%3B%20filename%3DReview_of_Employee_Motivation_Theories_.pdf&X-Amz-Algorithm=A)
78. [_Theories_.pdf](https://s3.amazonaws.com/academia.edu/documents/40084558/Review_of_Employee_Motivation_Theories_.pdf?response-content-disposition=inline%3B%20filename%3DReview_of_Employee_Motivation_Theories_.pdf&X-Amz-Algorithm=A)
79. Teh, P. and Sun, H. (2012), "Knowledge sharing, job attitudes, and organizational citizenship behavior", *Industrial Management & Data Systems*, Vol. 112 No. 1, pp. 64-82. <https://doi.org/10.1108/02635571211193644>
80. The World Bank Group. (2019). <https://data.worldbank.org>. Retrieved from Employment in agriculture (% of total employment) (modeled ILO estimate): <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=PH>
81. Tong, C., Tak, W., and Wong, A. (2013). The Impact of Knowledge Sharing on the Relationship

- between Organizational Culture and Job Satisfaction: The Perception of Information Communication and Technology (ICT) Practitioners in Hong Kong. *International Journal of Human Resource Studies*, 9-37.
82. Udrea, B. (2020). THE IMPORTANCE OF TACIT KNOWLEDGE WITHIN THE ORGANIZATION Orzea Ivona. *Semanticscholar.org*. Retrieved 28 April 2020, from <https://www.semanticscholar.org/paper/THE-IMPORTANCE-OF-TACIT-KNOWLEDGE-WITHIN-THE-Orzea-Udrea/6fa14ec290e8a90d93eed743412b534b0856860d>.
83. Van Den Hooff, B., & Van Weenen, F. D. L. (2004). Committed to share: commitment and CMC use as antecedents of knowledge sharing. *Knowledge & Process Management*, 11(1), 13–24. <https://doi.org/10.1002/kpm.187>
84. Vocational Psychology Research. (2019). (MSQ) Minnesota Satisfaction Questionnaire. Retrieved from Vocational Psychology Research, University of Minnesota: http://vpr.psych.umn.edu/sites/vpr.dl.umn.edu/files/filipino_tagalog_msq_1977_long_form_2.pdf
85. Zárrega, Celia, & Bonache, J. (2003). Assessing the team environment for knowledge sharing: an empirical analysis. *International Journal of Human Resource Management*, 14(7), 1227–1245. <https://doi.org/10.1080/095851903200011428>