

Knowledge, Skills, Attitude, and Values (KSAV) Theory and Practice in an Organizational Setting

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Article History	Abstract
Original Research Article	<p><i>The study aims to explore the Knowledge, Skills, Attitude, and Values (KSAV) theory and practice in the organizational setting.</i></p> <p><i>The research design utilizes the mixed method which focuses on both quantitative and qualitative research design. Likewise, convenience sampling is utilized in the study. It is a non-probability sampling method that is set according to the criteria set by the researcher. The study comprised One Hundred Fifty (150) respondents only.</i></p> <p><i>Results show that Knowledge, Skills, Attitude, and Values (KSAV) theory practice in an organizational setting has a standard demand of knowledge mechanism and instrument of the protection of individuals, show that knowledge need to understand and develop the main historical development concept of human rights, show that skills must be assessed to the standpoint of every person, show that attitude sets a behaviors, beliefs, and emotions toward events, things, persons, or objects, and show that values develop the need of individuals to motivate on protection and commitment of human dignity.</i></p> <p>Keywords: Knowledge, skills, attitude, values, theory and practice, organizational setting</p>
Received: 07-08-2025	
Accepted: 18-08-2025	
Published: 24-08-2025	
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Citation: Leovigildo Lito D. Mallillin, PhD, (2025), Knowledge, Skills, Attitude, and Values (KSAV) Theory and Practice in an Organizational Setting, UKR Journal of Education and Literature (UKRJEL), 1, (1), 28-37.	

Introduction

The knowledge, skills, attitude, and values (KSAV) play an important role in any organizational setting. It provides background and framework for individuals to realize the nature and process they contribute in the organizational setting of work and system. The details of the KSAV theory and practice in the organizational setting is illustrated below:

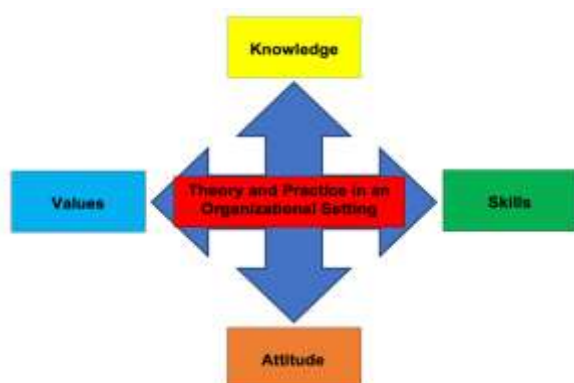


Figure 1: The cycle of KSAV theory and practice in the organizational setting

Knowledge in the organizational setting is necessary. It is defined as collective built knowledge for people or

individual experiences in the organizational setting (Mallillin, 2024). It is a resource of knowledge collection that can be consumed, shared, and supported in the application of the organization function. It is the process of knowledge creation and acts as a competitive advantage in the heart of the organization (Serafimova, & Vasilev, 2024, pp. 210-222). It creates a building block for the gaps, issues, and problem solving. It is the technique for the competitive advantage edge of the organizational setting process (Mallillin, et al. n.d.). It is a creation of knowledge and decision-making aspects in the various innovation progress on exploration of innovation, and combination knowledge. It is very crucial in knowledge creation because it assists the organization to solve and understand the complex issues for better innovation, drive progress, and formal decision. Knowledge integrates literature in uplifting competency of individuals in the organizational setting (Mallillin, 2023). On the other hand, it examines the ethical leadership and impact knowledge in the organization. It mediates capital and shares moderate effect knowledge and leadership role in the organizational setting practice and theory (Saputra, et al. 2024). It provides an impact on ethical leadership and

positive creation of knowledge. It offers insight for employees in creating and sharing knowledge for the influence of individual employees (Mallillin, et al. 2024). It encourages dimension details to explore knowledge in the workplace. It provides ethical manners to the organizational leaders to emphasize proper strength and knowledge of the goal in the theory and practice process setting (Goswami, & Agrawal, 2023, pp. 584-612).

On the other hand, the skills in the organization setting are necessary because it helps the theory and practice to manage time energy skills in the physical workplace. It is the ability to utilize the resources and time effectively and efficiently (Susanto, et al. 2023, pp. 719-728). Organizational skills can manage the ability to prioritize the set goals, tasks, and development system achievement process. It juggles a better organization for a multiple responsibility to stay focused on the skills and deadline for the task in handling them with complexity and efficiently (Tran, 2023, pp. 309-323). Organizational skills boost and build the priority, productivity, and structure of the right task and right time. It is an antithesis for the skills in the organization as to miscommunication, inefficiency, clutter, and procrastination. The importance of organizational skills focuses on decision making, teamwork, and communication. It provides proper competency skills and performance of the employees in any organizational setting (Mallillin, & Mallillin, 2019). It highlights the business setting innovation and acceptance of the organizational skills and culture. It provides organizational skills and driven traits that influence the individuals and innovation performance (Duke, et al. 2023, pp. 486-498). This refers to the leadership style and innovation that have an impact in the associated management skills. It orients the policies in the innovation system of the organization. It shows that knowledge and skills manage in organizational culture and innovation (Mallillin, 2017, pp. 58-74). It explores the innovation and management skills in the organizational setting system. It clarifies the contribution and innovation of the organizational setting strategy process in the skills of the management innovation outcome and impact (Pedraza-Rodríguez, et al. 2023).

Nonetheless, the attitude of individuals in the organization matters to maintain and organize a stable structure of a meaningful world as part of the theory and practices in the system and process (Cabrera, & Cabrera, 2023, pp. 1495-1522). Attitude is an expression of an individual person in favor or unfavored certain events, things, persons, or places. Attitude supplies the standard references and frames of the organizational setting that allows the process and system to the fullest. It is a behavior that drives the attitude of the individual person in the organizational setting (Dehling, & Sunyaev, 2024, pp. 956-977). It measures the

attitude and changeable emotion for the person's behavior, emotion and influences. It determines the factors and attitude in the environment. Attitude increases and energizes the enjoyment of life. Attitude represents the action, feelings, and belief toward the idea of objects or people in the organization. Attitude contributes to the success of the organization. It provides a system and attitude in the organizational practice and setting for a transformation process of individuals (Mallillin, & Caranguian, 2023, pp. 131-141). It is a shared knowledge of attitude in the management system of the organization. It develops and helps in the utilization of attitude and resources to the organizational goals. It discusses the aims of the theory and practice for attitude intention and mechanism for employees, characteristics, and social pressure (Hemsworth, et al. 2024). The attitude of the plan behavior toward perceived social norm and attitude knowledge provides a positive intention in the process of organizational setting. Attitude in the organizational setting brings employees to explore his belief in the organization (Wu, et al. 2023, pp. 1889-1903).

Furthermore, the value in the organization provides guiding principles for the individual contributors in the organization direction and purpose. It helps in the management of the organization interaction for both the employees and customers. Values are the core belief in the organization (Liu, et al. 2024). It provides direction and interaction of set tone in the success of the organizational setting. It is the value of individuality and unique characteristics which is being appreciated and recognized in the ability and perspective of an individual person in the organization (Ehsanifar, et al. 2024, pp. 1-33). It sets individual possession and experiences on talents and beliefs that contribute to the diversity of the organizational setting. It embraces innovation and creativity that fosters progress and success (Mallillin, 2021). It allows one to express individual personal values that leads to self-awareness and greater interest and fulfillment. It illustrates goal orientation and information of value and integration of employees in the organization (Horwath, et al. 2023). It contributes to social values in the organization that is associated with positive impact and consequences to the fullest. It builds to bridge the gap for the employees in the organizational setting and level of phenomena. It shows an increased value and engagement of employees to meditate on the job satisfaction and value in the organization. It includes the intention to quit, life satisfaction, and affective commitment (Grubert, et al. 2023, pp. 20948-20966).

Statement of the Problem

1. What is the knowledge, skills, attitude, and values (KSAV) theory practice in an organizational setting among the respondents?

2. How may the knowledge, skills, attitude, and values (KSAV) become a theory and practice in an organizational setting among the respondents?
3. Is there a significant relationship on the knowledge, skills, attitude, and values (KSAV) theory practice in an organizational setting as observed among the respondents?

Hypothesis

There is a significant relationship on the knowledge skills, attitude, and values (KSAV) theory practice in an organizational setting as observed among the respondents.

Research Design

The research design utilizes the mixed method which focuses on both quantitative and qualitative research. Quantitative design is used to measure the knowledge, skills, attitude, and values (KSAV) theory practice in an organizational setting among the respondents while qualitative design is used to analyze how may the knowledge, skills, attitude, and values (KSAV) become a theory and practice in an organizational setting among the respondents (Dehalwar, & Sharma, 2024, pp. 7-15). This is used through Focus Group Discussion (FGD) among the respondents. Mixed method research design provides an interaction for both qualitative and quantitative methodology process in analyzing the context and integration for knowledge, skills, attitude, and value

(KSAV) theory and practice in an organizational setting and integration (Matović, & Ovesni, 2023, pp. 51-65).

Subject of the Study

The subjects of the study are the professional personnel and leaders in both public and private entities from the Higher Education Institutions (HEIs), Department of Education, Technical Education and Skills Development Authority (TESDA), government and private establishments. They are chosen using the predefined criteria in the selection of the respondents. The study comprised One Hundred Fifty (150) respondents only (Feser, & Haak, 2023, pp. 287-320).

Sampling Techniques

Convenience sampling is utilized in the study. It is a non-probability sampling method that is set according to the criteria set by the researcher. It is a convenience sampling that is suited for the participants in the study. Convenience sampling draws back the main method process in the general situation for the sampling size of the population. It is an approach for intervention and treatment in the focus of the sampling techniques effectively. The convenience sampling is the subject that slightly approaches the selection of the population size in the general scale. The sampling technique is the approach used by the researcher to save time and focus on the number target of the sample population and number. It shows a better impact in the selection of the sample size and population of the study (Emerson, 2021, pp. 76-77).

Results

1. On the knowledge, skills, attitude, and values theory practice in an organizational setting among the respondents

Table 1. Knowledge, Skills, Attitude, and Values (KSAV) Theory Practice in An Organizational Setting Among the Respondents

Indicators	WM	I	R
1. There is a need to advocate skills and communication in both public and private places.	3.97	A	8
2. It refers to the set of behavior, beliefs, and emotion toward events, things, persons, or objects.	4.11	A	3.5
3. There is a standard demand for knowledge mechanisms and instruments of the protection of individuals.	4.21	SA	1.5
4. Reflect and constitute human rights and abuses.	4.00	A	6.5
5. Empathizes the solidarity and responsibility of a sense of justice in their own individual action.	3.54	A	14
6. It influences the power and behavior on how people may affect and act in different situations.	3.66	A	13
7. Know how to deal with learning transformation and conflicts in a constructive manner.	4.07	A	5
8. Know and defend your rights to the fullest.	3.86	A	9.5
9. It represents the desirable values which are necessary from every individual success in life.	3.71	A	12

10. It is the basis of one's life in determining the various diversities to learn, grow and overcome challenges.	4.21	SA	1.5
11. Develops the need of individuals to motivate on protection and commitment of human dignity.	3.38	MA	15.5
12. There is a need to understand and develop the main historical development concept of human rights.	3.79	A	11
13. It is a result of the upbringing and experiences of an individual person.	4.11	A	3.5
14. Knowledge means knowing to interact with other people.	3.38	MA	15.5
15. Individual rights must be assessed to the standpoint of every person.	3.86	A	9.5
16. It is a guiding principle of individual goals on their actions and deeds.	4.00	A	6.5
Average Weighted Mean	3.61	A	
Standard Deviation	0.278		

Table 1 presents the weighted mean and corresponding interpretation on Knowledge, Skills, Attitude, and Values (KSAV) theory practice in an organizational setting among the respondents.

It shows that rank 1 is shared by the two indicators which are “There is a standard demand of knowledge mechanism and instruments of the protection of individuals”, and “It is the basis of once lives in determining the various diversities to learn, grow and overcome challenges”, with a weighted mean of 4.21 or Strongly Agree which means that KSAV among the respondents is Highly Observed. Rank 2 is also shared by the two indicators which are “It refers to the set of behavior, beliefs, and emotion toward events, things, persons, or objects”, and “It is a result of upbringing and experiences of individual person”, with a weighted mean of 4.11 or Agree which means that KSAV among the respondents is Observed. Rank 3 is “Know how to deal with learning transformation and conflicts in a constructive manner”, with a weighted mean of 4.07 or Agree which means KSAV among the respondents is Observed. The least in rank is shared by the two indicators which are

“Develops the need of individuals to motivate on protection and commitment of human dignity”, and “Knowledge means knowing to interact with own rights with other people”, with a weighted mean of 3.38 or Moderately Agree which means KSAV among the respondents is Limited. The overall average weighted mean is 3.61 (SD=0.278) or Agree which shows that Knowledge, Skills, Attitude, and Values (KSAV) theory practice in an organizational setting is Observed among the respondents.

2. On how the knowledge, skills, attitude, and values may become a theory and practice in an organizational setting among the respondents

Thematic analysis on how the knowledge, skills, attitude, and values may become a theory and practice in an organizational setting among the respondents. This is done through Focus Group Discussion. Analysis is based on the response of the respondents such as 5.00-4.20=Strongly Agree, 4.19-3.40=Agree, 3.39-2.60=Moderately Agree, 2.59-1.80=Disagree, and 1.79-1.00=Strongly Disagree. Text verbatim is provided for statistical analysis and evaluation.

Table 2. Thematic Analysis and Core Ideas on KSAV Among the Respondents

Themes	Response of the Respondents	Core Ideas
A. Knowledge	Agree	<ul style="list-style-type: none"> development concept of human rights standard demand of knowledge mechanism Knowledge to interact own rights with other people
B. Skills	Agree	<ul style="list-style-type: none"> advocate skills and communication assess standpoint of every person constitute human rights and abuses transformation and conflicts
C. Attitude	Agree	<ul style="list-style-type: none"> set of behavior, beliefs, and emotion result of upbringing and experiences power and behavior various diversities to learn, grow and overcome challenges
D. Value	Agree	<ul style="list-style-type: none"> commitment of human dignity

- | | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • solidarity and responsibility • action and deeds • individual success in life |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|

A. Knowledge

Knowledge in the organizational setting builds collective knowledge or individual collective experiences in the organization among the employees. It is a knowledge and collection of the resources that supports and applies the consumed and shared function in the organization. It is equated with professional intellect, tacit, and explicit knowledge (Shi, 2023, pp. 175-204). The participants say that:

“There is a standard demand for knowledge mechanisms and instruments of the protection of individuals”. T1, P108 & P33

“There is a need to understand and develop the main historical development concept of human rights”. T1, P99 & P18

“Know and defend your own rights to the fullest”. T1, P81, P23 & P11

“Knowledge means knowing how to interact with other people”. T1, P71 & P25”

B. Skills

Organizational skills are necessary skills to manage and assist such expectation, deliver results, stay on top of the task in a timely manner. The skills include collaboration for every project or task. It is a sharing of ideas for the benefits of the organization. It is the ability to manage the skills effectively. It sets goals, prioritizes tasks, and develops the goals for improved system and process of skills among individuals (Katayev, et al. 2023). The participants say that:

“Individual rights must be assessed to the standpoint of every person”. T2, P112 & P13

“There is a need to advocate skills and communication in both public and private places”. T2, P103 & P16

“Know how to deal with learning transformation and conflicts in a constructive manner”. T2, P94 & P31

“Reflect and constitute human rights and abuses”. T2, P85 & P41

C. Attitude

Attitude toward the organizational setting is necessary among individuals. It is a feeling or a way of something that can reflect on the behavior of every individual. Attitude in the work area refers to the beliefs and feelings concerning the work. It is the attitude of the individual person that affects the workplace and feel in the organization. It provides various aspects and feelings in the

work environment (Kammeyer-Mueller, et al. 2024, pp. 221-250). The participants say that:

“It refers to the set of behaviors, beliefs, and emotion toward events, things, persons, or objects”. T3, P123 & P16

“It influences the power and behavior on how people may affect and act in different situations”. T3, P109 & P10

“It is a result of the upbringing and experiences of an individual person”. T3, P93 & P27

“It is the basis of one's life in determining the various diversities to learn, grow, and overcome challenges”. T3, P73 & P51

D. Values

The organizational values are principles and fundamental beliefs to steer the operation of the organization. It cultivates the culture and values of the organization that dictates the conduct of interpersonal interaction and sets tone within the organization, employees, customers, and the owners. It sets a core values and beliefs in the organization that acts as principles and guidance in the organization. It provides direction and interaction set for the employees, employers, and customers (Tortorella, et al. 2024, pp. 1263-1277). The participants say that:

“Develops the need of individuals to motivate protection and commitment of human dignity”. T4, P117 & P19

“Empathizes the solidarity and responsibility of a sense of justice in their own individual action”. T4, P103 & P24

“It is a guiding principle of individual goals on their actions and deeds”. T3, P89, P13 & P4

“It represents the desirable values which are necessary from every individual success in life”. T4, P73 & P31

3. On the significant relationship on the knowledge, skills, attitude, and values theory practice in an organizational setting as observed among the respondents.

Table 3. Test of significant relationship on the knowledge, skills, attitude, and values theory practice in an organizational setting as observed among the respondents

Test of Variables	z computed value	z critical value	Interpretation
KSAV as observed by the respondents	83.8552	± 1.96	Significant
Two-tailed test at 0.05 level of significance			

Table 3 presents the test of significant relationships on knowledge, skills, attitude, and values theory practice in an organizational setting as observed among the respondents.

It shows that when the variables are tested, it reveals that the z computed value is higher than the z critical value of ± 1.96 which means the result is significant. Therefore, it is safe to say that there is a significant relationship on the knowledge, skills, attitude, and values theory practice in an organizational setting as observed among the respondents.

Discussion

It shows that Knowledge, Skills, Attitude, and Values (KSAV) theory practice in an organizational setting among the respondents reveals that there is a standard demand of knowledge mechanism and instruments of the protection of individuals and the basis of once lives in determining the various diversities to learn, grow, and overcome challenges. It shows that knowledge has to do with the technological advancement in a competitive organization to streamline the strategies in the process operation in the organizational setting. The knowledge provides insight in the strategic tools, identification, resource utilization, and operational structure needed for the performance and strength of the organization (Fu, et al. 2022). In addition, knowledge shows a set of behaviors, beliefs, and emotions toward events, things, persons, or objects because of the upbringing and experiences of an individual person. This has to do with the emotion and feelings of the respondents-based knowledge they possess in the organizational setting. It focuses on the knowledge awareness and challenges expectation in the organization that needs to be maintained (Mallillin, Atendido, & Tecson, 2022, pp. 189-198). Also, knowledge, skills, attitude, and values deal with learning transformation and conflicts in a constructive manner. They develop the need of individuals to motivate the protection and commitment of human dignity and knowing to interact with other people. It helps to develop readiness for whatever circumstances and competency individuals in the organizational setting practice (Mallillin, et al. 2020).

On the other hand, knowledge in the organizational setting shows a standard demand mechanism and instruments of

the protection of individuals. It provides professional development of employees in the organizational setting because they have background and knowledge pertaining to the process of their work to the fullest. It assesses their performance and knowledge in the workplace and in the organization system (Mallillin, 2023, pp. 12-28). There is also a need to understand and develop the main historical development concept of human rights. It addresses the challenges of corporate social responsibility based on the knowledge and standard process of the employees' rights. It navigates knowledge and responsibility management of the organizational setting. Knowledge in the organizational setting accommodates beyond responsibility. It emerges with logical knowledge and dominates in the working area to the fullest (Schuessler, Lohmeyer, & Ashwin, 2023, pp. 1071-1101). In addition, it shows how to know and defend their rights to the fullest with interaction on the rights of the individual person (Mallillin, & Paraiso, 2022).

Furthermore, skills in the organizational setting theory and practice shows that individual rights must be assessed to the standpoint of every person where there is a need to advocate skills and communication in both public and private places. It contributes to the skills, competency of every individual in the organizational setting as part of the theory and practice. It engages on the organizational planning, caring inclusiveness, interpersonal and communication skills, teamwork, collaboration, facilitation and engagement, adaptability, flexibility, personal competency, and instruction which are needed in the knowledge, skills, attitude and values. It influences proper approach on dynamic skills and behaviors to support personal competency skills and development process (Mallillin, et al. 2023). In addition, the skills in the organizational setting theory and practice shows the knowledge on how to deal with learning transformation and conflicts in a constructive manner. It also reflects and constitutes human rights and abuses. It integrates to examine the intervention on skills in the theory practice particularly in the organizational setting process. It implements individual performance, learning activity skills, direct instruction skills, reflection skills, and interest skills. It aims to identify various skills and intervention on the theory practice in a certain

organizational setting system. The skills explore the qualities of individuals such as resourcefulness, effectiveness, efficiency, honesty, creativity, adaptability, enthusiasm, and talent scheme. It encourages open communication to share knowledge and skills gauge in understanding the contribution of knowledge, skills, values, and attitudes (Mallillin, 2022, pp. 99-121).

Moreover, the attitude in the theory and practice of organizational setting approach refers to the set of behaviors, beliefs, and emotion toward events, things, persons, or objects which influences power and behavior on how people may affect and act in different situations. It examines the set of behaviors and attitude on the features and perception of individual beliefs, emotion on objects pertains to knowledge of theory and practice process program of the system in the organization. It predicts the affective attitude and behavior intention analysis in the organization to whatever setting and process would be. It supports the reliability of the attitude in the organization among individual resources and intention (Harrill, et al. 2023). In addition, attitude is the result of upbringing and experiences of an individual person. It evaluates the potential attitude of individual determinants and development. It develops attitudes on solidarity, dimensions and promotion of cognition attitude (Kircher, et al. 2022, pp. 527-552). Hence, attitude in the theory practice in the approach of organizational setting has the basis of once lives in determining the various diversities to learn, grow, and overcome challenges. It explores the effectiveness and strategy in inculcating knowledge on attitude among individuals in the organization. It is an approach for individual achievement on attitude which is necessary in the knowledge, skills, attitude and values as part of the theory practice in the organizational setting (Tashtoush, et al. 2022, pp. 41-57).

Finally, the values in the organizational setting theory and practice shows to develop the need of individuals to motivate on protection and commitment of human dignity. It also empathizes the solidarity and responsibility of a sense of justice in their own individual action. It is the educational outcome that improves the diminishing flourish of individual values in the organization which is necessary in the sustainable development of individuals behind the theory and practice. It is defined as explicit commitment and consistency of values needed in the organization. It recognizes human belief, equal value, inherent to human power and learning (Lamberton, Wein, & Ghai, 2023). In addition to the values in the organization, setting practice and theory provides guiding principles of individual goals on their actions and deeds. It also represents the desirable values which are necessary from every individual success in life. Values in the organization are prevalent in

competing the purpose of demands and prospective commitment in goals, ideals, and values. It draws with philosophy and development of strategies based on upbringing of individuals and values in life. Values relate to the empathetic and imaginative context of life. It supports the collective desire for the value and theory practice in the organizational setting and intention (Rindova, & Martins, 2023).

Conclusions

It shows that Knowledge, Skills, Attitude, and Values (KSAV) theory practice in an organizational setting has a standard demand of knowledge mechanism and instrument protection of individuals where the basis of once lives in determining the various diversities to learn, grow, and overcome challenges among the respondents.

Knowledge in the organizational setting shows the need to understand and develop the main historical development concept of human rights where knowledge means to interact with rights of the people.

Skills show that individual rights must be assessed to the standpoint of every person where it provides advocate skills and communication in both public and private places and reflection of human rights and conflicts in a constructive manner.

Attitude shows a set of behaviors, beliefs, and emotions toward events, things, persons, or objects where it influences the power and behavior for people that may affect and act in different situations because of the upbringing and experiences of the individual person in the organizational setting.

Values show the need of individuals to motivate on protection and commitment of human dignity where it empathizes the solidarity and responsibility of sense of justice in their own individual action. This includes desirable values which are necessary from every individual success in life.

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