

**Moral Governance and Institutional Outcomes: Evidence from Basic Education
in the Bangsamoro Autonomous Region, Philippines**

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Abstract

Moral governance, rooted in Islamic ethical principles, has surfaced as a vital framework for strengthening public institutions, particularly in education. This study examined how moral governance predicts institutional outcomes within the Ministry of Basic, Higher, and Technical Education (MBHTE) in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). In particular, it surveyed the extent to which educational leaders exemplify moral governance and tested its influence on institutional outcomes. Utilizing a descriptive-correlational design, data were collected from 280 respondents composed of Schools Division Superintendents, supervisors, chiefs, school administrators, and teachers using validated survey instruments. Descriptive statistics (mean, standard deviation) and inferential analyses (one-way ANOVA, Kruskal-Wallis H test, and multiple regression) were applied. Findings showed that moral governance was highly evident, particularly in ethical decision-making, and compassion and service, while institutional outcomes were also rated high, with policy implementation as the most pronounced dimension. Regression analysis verified that all four moral governance domains significantly predicted institutional outcomes, stressing their prominence in administrative and instructional leadership. Although perceptions of moral governance were largely consistent across divisions, institutional outcomes varied significantly, signifying context-specific governance dynamics. The study concludes that integrating moral governance into educational leadership promotes stakeholder trust, bolsters organizational performance, and harmonizes policies with values-based practices. These results underscore the transformative capacity of moral governance in pursuing an ethically founded and locally responsive education system in BARMM.

Keywords: Educational administration, moral governance, institutional outcomes, descriptive correlational survey, regression analysis, Bangsamoro Autonomous Region in Muslim Mindanao, Philippines