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EXAMINING ENTREPRENEURIAL ORIENTATION AND ORGANIZATIONAL RESILIENCE IN SMALL AGRICULTURAL ENTERPRISES: EVIDENCE FROM DAVAO ORIENTAL

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ABSTRACT

Small agricultural enterprises play a pivotal role in the local economy. The study aimed to investigate the impact of entrepreneurial orientation and organizational resilience on the performance of small agricultural enterprises in Davao Oriental. The study employed a quantitative descriptive-correlational design. There were 150 respondents, comprising top and middle management, as well as finance staff, who were identified through purposive quota sampling. Statistical tools, including the mean, Standard Deviation, Pearson's r, and Multiple Regression, were used to analyze the study results. Results have shown that the level of organizational performance was 4.15, which is interpreted as high. This indicates that small agricultural enterprises have demonstrated efficiency in resource management, achieving profitability while meeting operational and financial objectives. Additionally, the status of entrepreneurial orientation among small agricultural enterprises in Davao Oriental was 4.03, indicating a high level, which is often observed. The high result of entrepreneurial orientation revealed that small agricultural enterprises are likely to achieve greater capacity for innovation, faster adaptation to market changes, enhanced competitive advantage, and sustained business growth. Moreover, the enterprises' organizational resilience was 4.16, also described as high, which is perceived to be evident. This implies that small agricultural enterprises can adapt and recover from adversities. Organizational resilience has a significant influence on organizational performance ($p < .05$). Regression analysis revealed that the combined influence of entrepreneurial orientation and organizational resilience explains 23.4% of the variance in organizational performance. Furthermore, future researchers may consider examining relevant business studies to investigate how entrepreneurial orientation influences other organizational variables.

Introduction

The agribusiness sector faces numerous challenges that hinder its growth and sustainability. One of the challenges faced by small agricultural enterprises is limited access to credit and financial resources, which hinders their growth and performance (Lawal et al., 2020). Lack of market tie-ups with larger firms, non-adoption of innovative marketing strategies, and insufficient branding experience baffled the productivity of small farm enterprises (Venkattakumar et al., 2022). Additionally, the slow adoption of smart agriculture and digital transformation tools impacts the performance of small enterprises (Barmuta et al., 2023). Challenges such as demonstrating the benefits of new technologies and policies faced by small farm enterprises affect their overall performance (Varadan et al., 2022). Likewise, inadequate leadership and the absence of skilled professionals are prevalent issues that affect the operational efficiency of small farm enterprises (Malik & Kajale, 2024). Hence, Adeola et al. (2016) supported that poor managerial skills and lack

of experience in branding and profit-making processes hinder the organizational performance of small-scale farm enterprises.

Despite the problems listed above, organizational performance has contributed to the success of agricultural businesses. For a more significant impact, this study contributes to the United Nations Sustainable Development Goal No. 8 by identifying factors that can enhance the economic growth and productivity of small agricultural enterprises, thereby helping to create and support better job opportunities and improved livelihoods for local farmers. Small agricultural enterprises empower farmers through sustainable practices, improve access to resources, create jobs, and drive innovation, thereby boosting both their performance and the local economy. Studies conducted by Onkelinx et al. (2015) revealed that the business performance of a small firm is driven by entrepreneurial orientation, which is affected by the national culture and environment. According to Amato et al. (2016), the owner's attributes can drive motivation, positively impacting communication and supporting an adaptive organization. Additionally, he argues that an entrepreneur who is more alert to their physical surroundings can act independently in bringing forth a business concept or vision and carry a task through to completion, leading to business success. Multi-stakeholder collaboration and government support highlight the importance of cooperative strategies in enhancing organizational performance (Ha et al., 2015). Therefore, Supatmi et al. (2020) claim that business conduct, including perseverance, sensitivity to opportunities, creativity, risk-taking, and independence, has a substantial impact on organizational success.

Various studies have demonstrated a significant relationship between the factors that influence organizational performance. Álvarez-García et al. (2022) discussed that small and medium-sized enterprises (SMEs) that exhibit a higher degree of entrepreneurial orientation tend to achieve better performance outcomes. Moreover, SMEs with a strong entrepreneurial orientation adopt a proactive and dynamic approach to business, driving growth and fostering organizational performance (Rassool et al., 2023). Likewise, entrepreneurial orientation positively enhances the performance and competitiveness of SMEs by fostering innovation, proactiveness, and risk-taking abilities (Kowo et al., 2021). A study by Trieu et al. (2023) states that increasing organizational resilience enhances the business performance of SMEs. Additionally, SMEs that cultivate resilience are better equipped to respond to crises, which not only aids in recovery but also enhances long-term performance outcomes (Hollnagel, 2018). Furthermore, Khan et al. (2024) state that fostering organizational resilience enables SMEs to navigate uncertainties effectively, thereby achieving optimal business performance.

Although there are vast pieces of literature and studies on the entrepreneurial orientation, organizational resilience, and organizational performance, there are no exact studies explicitly published in the context of small agricultural businesses. Some studies focus on large agribusinesses or non-agricultural companies, and relevant research has been conducted; however, it has not been done in the local setting. Additionally, existing research often fails to adequately capture the distinct economic landscape of Davao Oriental, a province where agriculture serves as the primary livelihood for most communities. Local stakeholders face persistent challenges, including climate-related risks, limited market access, and constrained resources, which are not adequately reflected in studies based on more urbanized or economically advanced regions. This highlights the need for a more localized and context-specific approach to ensure that research findings are truly relevant and responsive to the realities of rural, agriculture-dependent areas. Furthermore, Philippine local policies play a significant role in shaping the performance and resilience of agri-based cooperatives. However, these policies are rarely given sufficient attention in academic literature. A deeper examination of how such policies influence entrepreneurial activities and organizational resilience is essential for informing more effective and grounded strategies for rural development and sustainable agricultural enterprise. These gaps and limitations motivate the researcher to evaluate how the above-mentioned variables influence the performance of the small agricultural enterprises in Davao Oriental.

Method

Research Design

The researcher employed a quantitative research design. Notably, Creswell et al. (2016) emphasize that this design involves gathering and analyzing numerical data, which allows for the identification of patterns, relationships, and cause-and-effect associations between variables. Also, this study utilized a descriptive research design. This research method aimed to accurately and systematically describe a population, situation, or phenomenon without manipulating variables (Nkrumah et al., 2024). Furthermore, a descriptive research design was employed to describe the status of entrepreneurial orientation, the level of organizational resilience, and the status of organizational performance. Hence, a correlational research design investigates relationships between variables without the researcher controlling or manipulating any of them (Augis et al., 2024). In this study, a correlational research design was used to measure the relationship between entrepreneurial orientation, organizational resilience, and organizational performance. This method is employed to assess the impact of entrepreneurial orientation and organizational resilience on organizational performance.

Research Locale

The study was conducted in three municipalities in Davao Oriental: Boston, Cateel, and Baganga. According to Palicte (2024), there is a growing population of farmers tilling vast lands, which encourages agripreneurs to venture into agricultural enterprises. In this manner, agricultural enterprises provide convenience and an accessible market to local farmers by delivering inputs, thereby boosting productivity. Additionally, the researcher has selected the three aforementioned municipalities that are involved in various agricultural products. The researcher's criteria for selecting the qualified agribusinesses are those that sell any agricultural products. Additionally, these enterprises must be registered with the Department of Trade and Industry (DTI) and have been in operation for at least two years or longer to ensure they are established in the industry.

Research Participants

The study surveyed approximately 150 respondents. In the study by Mooi et al. (2018), it is stated that a carefully selected small sample (150 or more) is more meaningful than a randomly selected large sample (300 or more). Moreover, a total of 150 respondents was considered sufficient based on the estimated population size of agribusinesses in the area, ensuring adequate representation for statistical analysis. This sample size meets the minimum requirement for quantitative studies using inferential statistics and was determined using appropriate sampling techniques to ensure reliability and generalizability of the findings within the target population. Furthermore, these respondents were personnel, including top and middle managers, as well as finance staff, from the small agricultural enterprises in the aforementioned municipalities. The selection of top management, middle management, and finance staff as respondents is grounded in their critical roles within the organization. These individuals are directly involved in strategic planning, operational management, and financial decision-making, which positions them to provide informed perspectives on the cooperative's entrepreneurial orientation, resilience, and overall performance. Their firsthand experience and understanding of both internal processes and external challenges make them well-suited to contribute valuable insights relevant to the objectives of this study. Moreover, respondents have undergone a thorough selection process based on the research criteria: they must have been working or operating at their respective agricultural business establishments for a minimum of two years and be knowledgeable about their respective jobs. This process ensured that the respondents had substantial knowledge and experience within the organization where they worked or operated, providing invaluable insight into entrepreneurial orientation, organizational resilience, and organizational performance.

Research Instrument

The researcher utilized an adapted survey questionnaire that employed a five-point Likert scale, where 5 represents the highest and 1 represents the lowest. Organizational Performance was adapted from the study of De Almeida Guerra et al. (2022) with a Cronbach's Alpha of 0.867. Indicators include Financial Performance, assessed using a seven-item questionnaire, and Non-financial Performance, evaluated using a four-item questionnaire. Entrepreneurial Orientation was adapted from the study by Hughes and Morgan (2006), with a Cronbach's alpha of 0.807. Indicators include Risk Taking, Innovativeness, Proactiveness, and Competitive Aggressiveness, each of which has three-item questions, while Autonomy has six-item questions. Additionally, Organizational Resilience was adapted from the study by Chen et al. (2021), which yielded an overall Cronbach's Alpha of 0.882. Indicators include Capital Resilience, Strategic Resilience, Cultural Resilience, and Relationship Resilience, each with four-item questions, while Strategic Resilience has three-item questions. Furthermore, the survey questionnaire underwent validity and reliability tests. The researcher employed a pilot test to identify vague statements in the modified survey questionnaire. The pilot test measure was conducted through face-to- face interviews with 50 sample target respondents. It was revealed that the Cronbach's alpha values were 0.895 for Organizational Performance, 0.881 for Entrepreneurial Orientation, and 0.873 for Organizational Resilience. This showed that the instruments were valid and reliable.

Data Gathering Procedure

Prior to conducting an actual survey, the researcher employed a pilot test measurement to identify vague statements in the modified survey questionnaire. The pilot test measure was conducted through face-to-face interviews with 50 sample target respondents. This led to the refinement of the research instrument, allowing the researcher to proceed with the full-scale survey. Afterwards, the researcher sent a letter to the Dean of the Graduate School seeking permission to conduct the study. After this, the researcher sent a letter requesting permission from the agri-enterprise owners of the Municipalities of Boston, Cateel, and Baganga in Davao Oriental. The data gathering was conducted through face-to-face interactions to ensure better response quality and higher participation, especially in rural areas where internet access is limited. This method also allowed the researcher to clarify questions on the spot, address literacy concerns, and accommodate the availability of respondents who may not be able to respond to remote or online surveys. Additionally, the respondents were given 20 to 30 minutes to complete the questionnaire, allowing them to read thoroughly and understand the questions clearly. The researcher set the survey process for approximately three weeks. The data gathered was tallied, analyzed, and interpreted using the appropriate statistical tools.

Ethical Considerations

This study was committed to upholding ethical standards in research by submitting the research protocol for review and approval by the UIC Research Ethics Committee (UIC-REC), as indicated by the assigned Protocol Code: GS-ER-01-25-0146. The research underwent a thorough ethical review to ensure compliance with the ten foundational ethical principles, namely: social value, informed consent, vulnerability issues, risk-benefit ratio, privacy and confidentiality of information, justice, transparency, researcher qualification, adequacy of facilities, and community involvement. The researcher was qualified to conduct this study because he holds a bachelor's degree and has enhanced his research capabilities through participation in various seminars and training sessions conducted by local and national state colleges and universities. His background in research methodologies and ethical standards strengthens his ability to perform the study responsibly. He consulted his adviser and panel members, including experts with extensive experience in both quantitative and qualitative research. Moreover, regarding the resources needed, he accessed institutional resources, such as the UIC Library and other facilities, which will provide essential support in ensuring the successful completion of this research.

Results and Discussion

Illustrated in Table 1 is the status of organizational performance as measured in two indicators: financial performance and non-financial performance. Following the result, the overall mean of 4.15 expressed that the status of organizational performance was favorable.

Table 1. Status of Organizational Performance among Small Agricultural Enterprises

Indicators	Mean	Description
1.1 Financial Performance	4.14	High
1.2 Non-financial Performance	4.15	High
Overall Mean	**4.15**	**High**

The finding that small agricultural enterprises with favorable organizational performance effectively manage resources while achieving both operational and financial goals aligns with the conclusion of Klius et al. (2023). They emphasized that the efficient use of key resources, such as financial capital and land, directly contributes to improved profitability and long-term sustainability. This implies that strong organizational performance is closely tied to strategic resource management, reinforcing the importance of operational efficiency in agribusiness success. On the other hand, Non-financial performance gathered the highest mean score of 4.15, which was also described as favorable. The findings indicate that small agricultural enterprises demonstrate strong non-financial performance by excelling not only in financial aspects but also in areas such as customer satisfaction, product quality, operational efficiency, and employee well-being. This aligns with the findings of Artha and Satriadhi (2023) and Dahal et al. (2023), who highlighted that high customer satisfaction often leads to increased customer loyalty, and market share is a key marker of strong non-financial performance.

The data in Table 2 show the status of entrepreneurial orientation as measured by five indicators: risk-taking, innovativeness, proactiveness, competitive aggressiveness, and autonomy. Based on the result, the overall mean of entrepreneurial orientation was 4.03 and was described as often manifested.

Table 2. Status of Entrepreneurial Orientation among Small Agricultural Enterprises

Indicators	Mean	Description
2.1 Risk Taking	4.20	Very high
2.2 Innovativeness	4.22	Very high
2.3 Proactiveness	4.15	High
2.4 Competitive aggressiveness	4.11	High
2.5 Autonomy	3.74	High
Overall Mean	**4.03**	**High**

The high level of entrepreneurial orientation among small agricultural enterprises indicates a strong capacity for innovation, quick adaptation to market changes, improved competitive positioning, and sustainable business growth. This finding aligns with the studies of Hapsari et al. (2024) and Perera et al. (2024), who observed that enterprises exhibiting high entrepreneurial orientation actively pursue new opportunities and reinforce their market presence, key behaviors that significantly contribute to long-term success in the agricultural sector. Innovativeness had a very high category mean of 4.22, indicating that innovativeness is consistently manifested. The findings reinforced the study by Leković and Marić (2016), which postulated that small agricultural enterprises with very high innovativeness have demonstrated a strong competitive advantage, particularly in entrepreneurial ventures of small businesses, by creating temporary monopolies through unique innovations. Furthermore, autonomy has earned a mean of 3.74, which is still perceived as often manifested. This exhibited that both owners and employees have significant independence in decision-making. The implications of Cerne et al. (2017) have been supported by

the literature, indicating that managers in highly autonomous work environments empower employees to handle problem-solving tasks independently, leading to improved performance.

The data presented in Table 3 discusses the level of organizational resilience as measured in four indicators: capital resilience, strategic resilience, cultural resilience, and relationship resilience. Given the results, organizational resilience was evident among small agricultural enterprises, with an overall mean of 4.16. A small agricultural enterprise, exhibiting evident organizational resilience, demonstrated the ability to adapt and recover from adversity.

Table 3. Level of Organizational Resilience among Small Agricultural Enterprises

Indicators	Mean	Description
3.1 Capital Resilience	4.17	High
3.2 Strategic Resilience	4.14	High
3.3 Cultural Resilience	4.21	Very high
3.4 Relationship Resilience	4.12	High
Overall Mean	**4.16**	**High**

The analysis corroborated Beuren et al. (2021a), stressing that organizational resilience enables navigation of uncertainties and sustains firm performance over the long term. Cultural resilience achieved the highest category mean of 4.21, indicating a highly evident level of resilience. This illustrates that cultural resilience is a strong aspect of the enterprise. Likewise, the result substantiated Ding et al. (2025), implying that a business with an innovation- oriented culture enhances employee organizational commitment by fostering creativity and continuous improvement, thereby creating a resilient and high-performing work environment among employees in agricultural firms. The investigation reinforced Grant's (2024) statement, indicating that enterprises with high relationship resilience demonstrate proactive engagement and transparent feedback mechanisms, which are essential in fostering strong relationships among various stakeholders.

Exhibited in Table 4 is the test of the significant relationship between entrepreneurial orientation, organizational resilience, and organizational performance. The results showed a significant correlation between entrepreneurial orientation and organizational performance ($r = .281$, $p < .05$). This indicates that as entrepreneurial orientation improves, organizational performance also improves. Furthermore, the table revealed a significant relationship between organizational resilience and organizational performance ($r = .479$, $p < .05$). The result shows that firms with higher resilience tend to be more adaptive and able to recover from disruptions. Likewise, resilient organizations can effectively cope with challenges, uphold stability, and seize opportunities, which leads to a boost in a firm's financial and operational performance.

Table 4. Correlation between Variables

Variables paired with Organizational Performance	r	p	Remarks
Entrepreneurial Orientation	.281	.000	Significant
Organizational Resilience	.479	.000	Significant

Presented in Table 5 is the result of the regression analysis. It can be inferred that, with the two variables of entrepreneurial orientation and organizational resilience, only organizational resilience can significantly predict organizational performance independently ($p < .05$). The beta coefficient of 0.43 indicates that a one-unit improvement in organizational resilience leads to a 0.43 increase in organizational performance.

Table 5. Influencers of Organizational Performance

Organizational Performance	*B*	p	t	Remarks
Entrepreneurial Orientation	.133	.083	1.743	Not Significant
Organizational Resilience	.433	.000	5.673	Significant

$r^2 = .234$
$p = .000$
$F = 23.797$

The finding that organizational resilience significantly influences organizational performance aligns with the studies of Beuren et al. (2021b) and Trieu et al. (2023), indicating that higher levels of organizational resilience positively impact the performance of small agricultural enterprises in terms of financial stability, customer satisfaction, and enhanced competitiveness in the market. Additionally, the result validated the implication of Olaleye et al. (2024), emphasizing that organizational resilience is often tied to their ability to innovate, diversify, and leverage external partnerships. To corroborate the findings above, Beuren et al. (2021c) noted that organizational resilience is crucial for small and medium-sized enterprises to mitigate disruptions and maintain organizational performance. Additionally, Pekdemir et al. (2024) asserted that organizational resilience fosters innovation and competitive advantage, thereby enhancing firm performance. Meanwhile, Asare-Kyire et al. (2023) demonstrated that organizations with strong resilience can better manage crises, thereby ensuring business efficiency and continuity. Exhibiting high organizational resilience can potentially impact a firm's performance. On the other hand, the non-significant influence of entrepreneurial orientation on performance in this study may be attributed to the distinct contextual challenges faced by small agricultural enterprises in Davao Oriental. Unlike in more developed or competitive markets where entrepreneurial orientation strongly drives innovation and growth, local agribusiness enterprises may be constrained by limited access to capital, infrastructure, and market opportunities. Future research should consider exploring variables such as organizational resilience, access to support services, or the policy environment as potential mediators to explain this deviation from global findings better.

In this study, external factors such as climate variability, political stability, and market access, which are the common challenges in rural agricultural settings, were not directly measured but may significantly impact the resilience and performance of small agricultural enterprises. These factors could influence how organizations respond to adversity and sustain operations, regardless of their internal capabilities. Furthermore, the use of purposive sampling, while appropriate for targeting key informants with relevant knowledge, may introduce selection bias and limit the generalizability of the results. The sample may not fully capture the diversity of agricultural enterprises in the region, particularly those that are informal, newly established, or operating at different scales. Future studies may benefit from broader and more randomized sampling techniques to enhance and uphold equal representation.

Conclusion

The status of organizational performance among small agricultural enterprises in Davao Oriental was high, indicating a favorable outcome. This reflected that small agricultural enterprises with favorable organizational performance demonstrated efficiency in managing resources while achieving profitability, meeting operational and financial objectives. Furthermore, this item, which generates sales from newly introduced agricultural products, garnered a very high remark, described as highly favorable. This suggests that small agricultural businesses that effectively utilize consumer insights and market research are better positioned to align their products with evolving trends, leading to higher sales and greater market success.

The status of entrepreneurial orientation among small agricultural enterprises in Davao Oriental was high, often manifesting itself. This demonstrates that enterprises are well-positioned to seize new opportunities, adapt to changing conditions, make informed decisions, and remain competitive in the market. Additionally, the domain that obtained the highest category mean score was innovativeness, which is always manifested. This entailed that small agricultural enterprises can

gain a competitive advantage, enhance adaptability to market and environmental changes, and improve overall performance and resilience. On the other hand, autonomy received the lowest category mean score, which is still perceived as high, and is often manifested. This signifies a limited but existing capacity for independent decision-making among employees, which may constrain innovation and responsiveness while still allowing some degree of strategic flexibility.

Moreover, the level of organizational resilience was high, indicating that it is evident in small agricultural enterprises. High organizational resilience among small agricultural enterprises implies a strong ability to withstand disruptions, adapt to challenges, and sustain performance in dynamic environments. The indicator that obtained the highest category mean score was cultural resilience, which was interpreted as highly evident. Small agricultural enterprises with high cultural resilience demonstrate a firm adherence to shared values and practices that support unity, adaptability, and sustained organizational stability. However, relationship resilience holds the lowest mean score, which is still considered high. This suggests a limited capacity to maintain strong connections with stakeholders, customers, and employees, potentially constraining adaptability and access to resources, yet indicating room for improvement in relational dynamics.

Results revealed a significant relationship between entrepreneurial orientation and organizational performance. This implies that when the entrepreneurial orientation is manifested, organizational performance is favorable. This solidified the significant relationship between organizational resilience and organizational performance among small agricultural enterprises in Davao Oriental. Furthermore, between entrepreneurial orientation and organizational resilience, only organizational resilience has been found to have a significant influence on organizational performance. This manifested that every unit improvement in organizational resilience led to an increase in organizational performance. Moreover, the data revealed that other significant influencers of organizational performance, which accounted for 76.6%, were not covered in this study.

The findings supported Resource-Based View theory, which discussed that evident organizational resilience plays a critical role in predicting performance, as it reflects an enterprise's ability to adapt, recover, and sustain operations amid disruptions. In dynamic and uncertain environments, particularly in agriculture-dependent regions, resilience enables organizations to maintain stability, protect resources, and seize emerging opportunities that collectively contribute to improved operational and financial outcomes. On the other hand, the Resource- Based View (RBV) theory suggests that entrepreneurial orientation is positively linked to organizational performance. The result of the regression analysis shows no significant influence. However, this does not directly invalidate the theory; rather, the relationship might be more complex. Certain factors, such as the specific industry, size, or business maturity, may influence how entrepreneurial orientation translates into performance.

Local government units (LGUs) can support small agribusiness resilience by offering targeted interventions such as access to low-interest loans, capacity-building programs on risk management and innovation, and improved infrastructure for storage and transportation. They can also strengthen linkages with markets and provide timely support during climate-related disruptions. These practical measures can help small enterprises recover faster and sustain their operations in the long term.

To enhance resilience and market adaptability, small agricultural enterprise owners can take practical steps such as developing risk management plans, diversifying products, improving financial management, and building strong market and supplier relationships. These actions can be supported through targeted training modules that focus on an entrepreneurial mindset, basic financial literacy, business continuity planning, marketing strategies, and value-added services. By combining hands-on practices with capacity-building efforts, small agribusinesses can strengthen their ability to adapt to challenges and sustain long-term growth.

Future research may investigate the role of technology adoption, including digital tools, climate-smart practices, and farm management systems, in enhancing the resilience of small agribusinesses, particularly in rural areas. Additionally, examining the effectiveness of government support programs, including financial assistance, training, and infrastructure development, can provide valuable insights into how policy interventions contribute to improving agribusiness performance. These directions can help identify actionable strategies to strengthen the sustainability and competitiveness of the agricultural sector.

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