

Organizational Culture and Innovativeness as Predictors to Business Resilience Among SMEs in Tagum City

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Abstract: *This study was conducted to ascertain what domain in organizational culture and organizational innovativeness significantly predicts business resilience. It utilized the quantitative non-experimental design using causal-effect technique with 287 respondents of small and medium-size enterprises in Tagum City. It uses the statistical tools of mean, Pearson r, and multiple regression. Results exposed a very high level of significance on both organizational culture and organizational innovativeness. It was also found that there is a significant relationship between organizational culture and organizational innovativeness to business resilience. Both the domain of two independent variable, organizational culture and organizational innovativeness, predicted business resilience. The results provided baseline data and new directions for further studies which may contribute to the field of organizational culture, organizational innovativeness, and business resilience. Further, this research is an addition to the existing literature in the area of business resilience and offers practical implications to help organizations enhance business resilience of owner or employee of SMEs in Tagum City.*

Keywords: *Master in Business Administration, Organizational Culture, Organizational Innovativeness, Business Resilience, Small and Medium-size Enterprises, Tagum City*

I. INTRODUCTION

Unexpected occurrences, unexpected shifts, and natural catastrophes routinely interrupt resources, while terrorist acts disturb the public and halt money markets (Fiksel et al. 2019, p. 6; Gittell et al. 2018, p. 807-819). Though business is generally complex because it deals with both the physical and mental aspects of life, the Edgar Schein Model of culture helps companies respond more effectively to these threats. This model helps by integrating business continuity measures with disaster recovery and emergency preparedness programs (Hattangadi 2021, p.3). Resilience allows companies to incorporate business continuity with disaster recovery and emergency preparedness programs to better respond to threats (Tengblad & Oudhuis 2018, p.120-133).

In the past four decades, natural catastrophes have impacted the Asia-Pacific area, and because of these, many businesses have shuttered out. "Resilience" is a term used by different fields of studies to characterize the capacity to quickly adjust to crises while preserving people, assets, and brand equity. Even in business and management courses (Duchek, S 2020 p. 215-246), it drew increased attention to crisis management and tumultuous changes. Resilience helps an organization survive, recover, grow, and achieve a competitive edge (Torres et al., 2019, p.168-181). And to cope and adapt to these unanticipated situations, firms must establish resilience, according to Duchek, S (2020, p.218). Resilient businesses can weather an economic downturn and uncertainty. Before the COVID-19 pandemic, many disasters occurred, like the earthquake in Haiti, a tsunami in Phuket, Thailand, and a hurricane in North America (Patty 2020, pp. 263). These natural disasters cause significant human casualties, population displacement, and economic disruption.

Small and medium-sized businesses in the Philippines suffer the most due to their resource-intensive nature. Small and medium-sized enterprises in the Philippines has limited access to disaster-resilient strategies (Ballesteros &

Domingo 2017, as cited by Mina, C. & Cruz, L 2021, p. 1-87). As a result, there is slow growth, increased unemployment, and a general decline in welfare due to business difficulties. While resilience is the capability of an organization to absorb shocks, acquire new capacities, generate new chances for development, and take transformational steps to prevent surprises that risk its existence (Suryaningtyas, D. 2019 p. 1-8), it can improve resilience within an organization through better innovation management. "resilience" refers to a corporation's ability to sustain high performance and self-renewal over time (Lv, W. et al. 2018, pp. 1-25). The researcher identified several pertinent readings that indicate business resilience. First, organizational culture is the pattern of collective basic conventions that a community learns as it solves problems of external adaptation and internal integration (Schein 2018, p. 353- 373). It helps organizations focus on concepts, principles, standards, rituals, and beliefs to ensure longevity (Sackmann, SA 2021, p. 240-246). Second, the Organizational innovativeness of Small and medium-sized enterprises is vital to developing prosperity in many developed countries, as they improve people's lives and economies. Its performance and viability will impact the country's economy and social well-being.

The City of Tagum is vulnerable to natural and manufactured disasters. Its strategic location is prone to floods, storm surges, typhoons, earthquake-related landslides, and flooding. Small and medium-sized enterprises in the locality may face catastrophic challenges and changes; I felt this during the COVID-19 pandemic. Businesses need help to recover and adapt to the challenges and changes brought on by the pandemic. Somebody Researched small and medium-sized companies; however, they needed to research assessing organizational culture and organizational innovativeness as factors to the resilience of small and medium-sized enterprises in this city. Thus, the researcher felt obliged to conduct this research. Thus, the researcher felt compelled to conduct this research. Small and medium-sized enterprises (SMEs) will use the study results to develop proactive strategies for gaining resilience and sustainability. Accordingly, the study will establish what we know about resilience in small and medium-sized enterprises, chiefly during calamities and pandemics. And finally, identify and address knowledge gaps, thus the study's urgency.

Organizational Culture(Cameron, K and Quinn, R 2011) is one of the study's independent variables. It will evaluate this in terms of dominant characteristics, organizational leadership, management of employee, organization glue, strategic emphases, and criteria of success. Moreover, organizational innovativeness (Wang, C L and Ahmed, P K 2004) is the other independent variable that will assess product, market, process, behavioural, and strategic innovativeness. The dependent variable, on the other hand, is business resilience (Campos, K 2016) in terms of institutional control, planning and preparedness, philosophy and integrity, external support and linkages, and communication and media (Cameron, K and Quinn, R 2011; Wang, C L and Ahmed, P K 2004; Campos, K 2016). Dominant Characteristics are the pattern of shared basic assumptions that a community has acquired as it solves its difficulties of external adaptation and internal integration as a correct way of distinguishing, rationalizing, and sensing the problems (Schein, 2018, p. 353-373). On the contrary, organizational leadership has classified into five categories: planning, joint targeting, decision-making, strategic thinking, and monitoring (Khajeddane et al. 2019, p. 621-636) which are pioneers in the field of technology because their communication, knowledge sourcing, and overall efficiency were all facilitated by technology (Desai & Lele 2018, as cited by Thangavel et al. 2019, p. 1-19). As Hu et al. (2020, p.1218-1233) pointed out, organizational leadership is essential when directing workers who suffer from state anxiety.

A two-factor paradigm, the Achievement-Goal Theory (AGT), attempts to bridge this knowledge gap. Learner-centered and performance-centered approaches are at opposite ends of this spectrum (Elliot, AJ & Hulleman, CS. 2018& Palmer J et al., 2020, p.1-7). In addition to management of employee with a learning orientation, according to Elliot, AJ & Hulleman, CS. (2018, p. 43-60), are generally interested in activities that stretch personal boundaries for mastery and self-improvement. Individuals with a performance orientation are more prone to participate in behaviors that result in self-promotion, such as shortcuts and cheating Mitchell et al. (2018, p. 54-73). Moreover, Belassi et al. (2019, p. 900-906) analyzed 218 U.S. organizations to investigate the direct effects of organizational culture, as indicated by Hofstede, on new product success (NPP) and found that 28organizational glues are essential. There are several corporate culture models and hypotheses. New research shows how valuable it may be to characterize how marketing leadership affects the influence of strategic emphasis on the choice of governance style (e.g., Srinivasan et al. 2018, p. 32-48). By default, small and medium-sized companies are claimed to have a better corporate culture because of their scale and exposure as owner-managers (Wilson & Bates 2019, p. 862-874). Innovation is recognizing opportunities to make new products, services, or processes; it is a process of transforming ideas and putting these ideas into practice; it is an evolutionary process, non-linear and interactive, requiring intensive communication and collaboration between different actors (Maier, D. et al. 2018, p. 2).

In addition, the value of small and medium-sized enterprises (SME) *innovation- process and product innovation*, contributes empirically to the success of more creative small and medium-sized enterprises (Rosli & Sidek 2018, p. 1-16). Meanwhile, many scientists are researching *market innovation* and market environment, as well as losses and profits for firms entering and exiting markets, are being studied. As a result, according to the Blue Ocean approach (Schwab 2018, p.

5), innovations are the means of going beyond existing demand and supply in new market sectors. Besides, policy and academic literature have examined marketing innovation from various angles. For example, international organizations and government agencies include marketing innovation in their numerous publications (European Union, 2018, p. 1-6). Measuring an organization's behavioural innovativeness cannot be done by evaluating isolated innovation events or the innovative features of specific small groups inside the organization (Kraus P. et al. 2020, p. 1-25). Strategic innovation helps organizations avoid unthinkingly adopting "best practices" and management fads, which will never provide a competitive edge because all of their competitors are doing the same thing (AlQershi et al. 2018, pp. 30-41). Institutional controls are crucial in site remediation because they minimize pollution exposure by limiting land or resource usage and regulating human behavior. Zoning regulations, for examples, prohibit land uses - such as residential ones - incompatible with cleanup level. On the contrary, it has long called for accountability changes that apply to everyone. According to Muñoz P. et al. (2019, p. 413-434), human resources should oversee developing a crisis planning and preparedness strategy that involves all levels of the company and ensuring that it distribute promptly (Mainiero, LA & Gibson, DE 2018, p. 130-143). Thus, developing a strategy is critical; this involves facility protection and the development of emergency management planning guidelines (Pfeffer, J. and Viega, J. et al. 2019, p. 37-48). According to the United Nations International Strategy for Disaster Reduction 2009 through De Luna, YV (2022, p.15-21), stated that the *philosophy and integrity* of corporations and organizations that want to defend their commercial interests from calamities should incorporate disaster risk reduction as one of their company goals. As a result, we consider internal communication as well as *external linkages* to be a critical criterion of organizational resilience because its capacity to disseminate data within organizations swiftly goes hand in hand with the ability to answer timely, respond, and reconfigure in the aftermath of unforeseen events and accidents (Annarelli, A. et al. 2020, p. 15). Employee-focused resilience analysis originates from a psychological scholarship, which typically aims to define *media* the individual qualities and skills that should be fostered to form the foundation of organizational resilience (Coutu, DL 2020, p. 46-55). The lack of consensus on the operationalization of the principle of resilience suggests that these experiments cannot categorically be seen to quantify similar phenomena, and the value of psychological resources as a higher order construct has also been called into question, with researchers calling for independent analysis of the main variables for evaluating their relative significance (Newman, A et al. 2019, p.5).

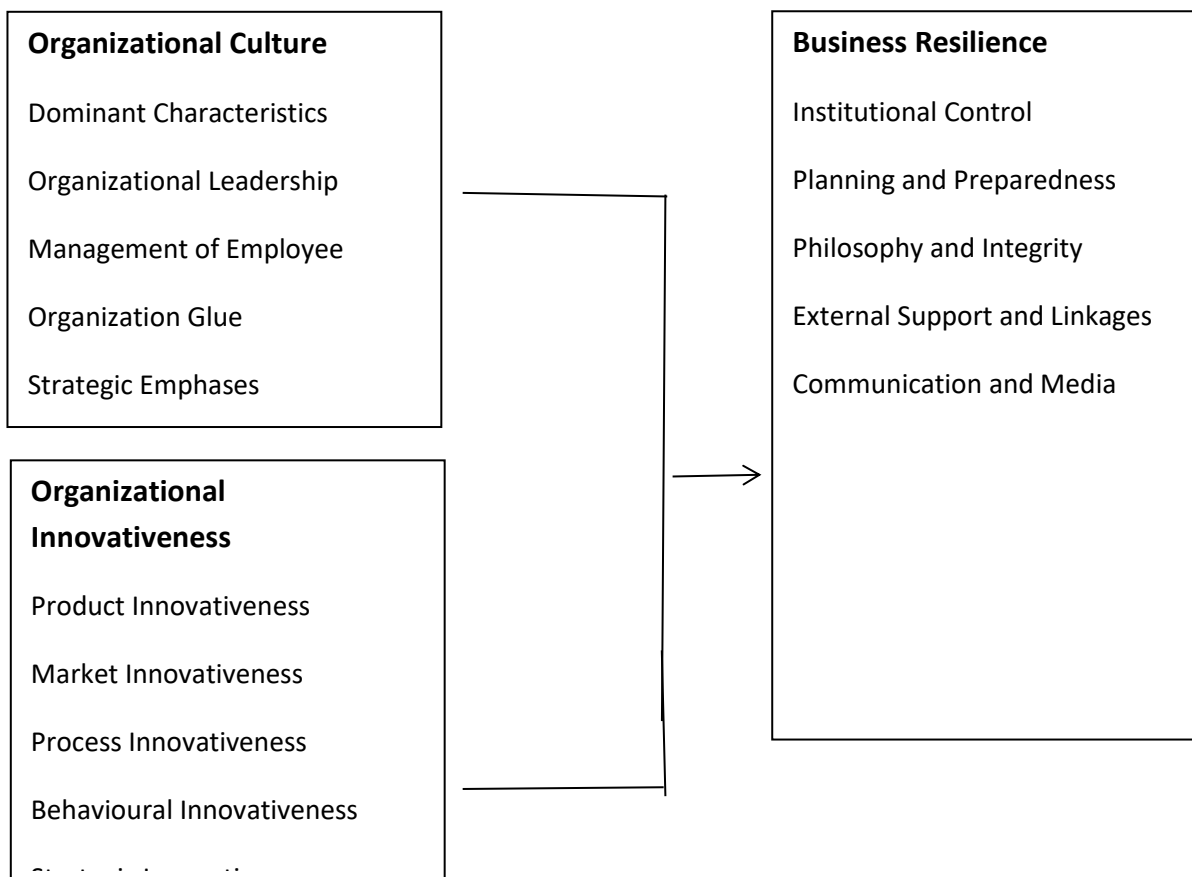
Theory of Cultural Dimension espoused by Hofstede (1984, p. 303-343). According to this theory, business resilience mechanisms and endowments are built through an organization's culture and innovation. Considering that cultural background outlines and influences behavior (Hofstede et al. 2010, p. 573), both corporate managers and employees have a discrete set of values, norms and beliefs that predetermine their actions, such as decision making, and methods to problem-solving and crisis reaction. Consequently, organizational resilience is context-dependent on organizational culture, as each organization is fashioned by the decision-making procedures and work practices of its members (Chakrabarty 2009, p. 197-222). The anchored theory is supported by Ahiauzu, L & Ololube, NP (2016, p. 334-364) when they surmised that organizational culture, size and structure has a significant moderating relationship between innovation and resilience. Organizational culture and innovation may encourage and develop resilience (Lažnjak 2011, p. 77-94). Additionally, long-term orientated cultures that encourage corporate long-term planning has been shown to strengthen organizational resilience (Sandhya & Sulphrey 2020, p.6), while innovative traits of both long- and short-term orientation can increase organizational resilience (Anderson, N. et al. 2019, p. 1297-1333).

The main theory is also supported by the perspective of Horne et al. (1998, p. 29-39) which considers resilience as an outcome when organizations have innovations and when they perform well during crisis. This bounce back from interruptions is characterized by these attributes: adequate resources, redundancy, and positive relationships (Gittell et al. 2006, p. 300- 329). Furthermore, the first independent variable was gleaned on the method of Cameron, K & Quinn, R (2011, pp. 1-259) who supports that there is no ideal model of organizational culture but only itself can develop the best, characteristic model, and profile. Consequently, they devised the evaluation of individual elements that make up the profile of the organizational culture in the business. The second independent variable was also gleaned on the method of Wang and Ahmed (2004, pp. 303-313) which considers innovativeness as the organization's overall competence of presenting novel products or engaging new markets by merging deliberate positioning with innovative behavior and process. To this end, an organizational innovativeness tool was made which include behavioral, market, process, product, and strategic innovativeness as parameters. Finally, the dependent variable of this study was adhered to the business resilience dimensions proposed by Campos (2016, pp. 168-198) which are planning and preparedness, institutional control, external support and connections, philosophy and integrity, and communication and broadcasting that typify a realistic business resilience model beneficial to businesses to withstand future onslaughts of disaster.

Organizational culture (Cameron, K and Quinn, R. 2011, pp. 1-259) had these following indicators: *dominant characteristics* is a social group whose conventions, values, and interests have been adopted by the majority of its members; *organizational leadership* is the capacity to guide a group of people toward accomplishing the goals of an organization;

management of employees helps people perform at their highest level every day in order to meet the greater organizational goals; *organization glue* maintaining the cohesiveness of a group as well as the consistency of its structure and behavior; *strategic emphases* provides insights into the company's future growth strategy; and *criteria of success* the criteria used to determine if a goal, target, or outcome was attained or was a success.

Organizational innovativeness (Wang, and Ahmed 2004, pp. 303-313) was evaluated in terms of these indicators: *product innovativeness* is the launch of a novel product or service with considerable enhancements to its features or intended applications; *market innovativeness* is modifications in product proposal or packaging, product location, product advancement or pricing is the adoption of a new marketing strategy; *process innovativeness* it evaluate the problems of technological innovation in connection to machinery and manufacturing procedures as measures of technological innovativeness; *behaviour innovativeness* individuals, teams, and managers can all be affected by it; and *strategic innovativeness* it occurs when a corporation recognizes holes in the industry's positioning and pursues them until the gaps grow to become the new mass market. And business resilience (Campos, 2016, pp. 168-198) had the following indicators: *institutional control* it state that ineffectiveness could be caused by a lack of capacity or expertise, it was stated ; *planning and preparedness* several examples of this can be found in a company's efforts to raise public awareness about the importance of disaster risk reduction to sustainable development and poverty reduction in many hazard-prone locations; *philosophy and integrity* highlighted that enterprises and institutions who want to keep their business interests from disasters should integrate disaster risk reduction in their corporate goals; *external support and linkages* ,both national and international organizations would need to improve their organizational, managerial, and task coordination; and *communication and media* keeping in touch after a disaster necessitates the use of numerous tried-and-true methods of crisis communication.



II. METHOD

2.1 Research Design

This research was quantitative, non-experimental research utilizing causal-effect with regression analysis. A descriptive research design may use various research methods to explore one or more variables. Unlike experimental study, the researcher does not control or modify any of the variables but instead monitors and tests the variables.

Descriptive analysis is generally characterized as quantitative research but may often use as qualitative research for illustrative purposes. It should specifically plan the study's methodology to ensure the findings are accurate and credible (McCombes 2019 p. 1).

Correlational analysis architecture tests the interaction between two variables without being controlled by the researcher. The goal is to determine if there is a positive, negative, or zero correlation. In a positive correlation, all factors change in the same direction. Negative correlation factors change in opposite directions: zero correlation, no relationship between variables (McCombes 2019, p. 1).

2.2 Population and Sample

The respondents who participated in this study were 239 employees or owners of SMEs, which were selected through random sampling using the Raosoft online calculator for the population of 628 employees or owners of SMEs, 48 establishments in the new type of businesses, and 580 in the renewal business according to Business Permit and Licensing Division of LGU Tagum City. Raosoft online calculator used Slovin's formula with a 5% margin of error and 95% confidence level with the additional allowance of 20% for non-response, a total of 287. In this study, stratified random sampling employs to choose the participants. According to Parson (2017, p. 79-101), the stratification technique divides people into layers based on similar qualities or characteristics. As a result of this strategy, everyone in the populace has a fair chance of being picked as a research subject. The entire sampling technique does in a single step, with each participant selected randomly from the rest of the general population. Hayse (2021, p.1) states that each subset member has an equal probability of being chosen. Shown in the Table of *distribution of respondents* are the respondents taken from the Small and Medium-size Enterprises of Tagum City considering their business type, respondents A, B, C, and D are considered the small businesses in Tagum: sample size covering 31.4%, 23.3%, 5.2%, and 5.6% respectively, while the remaining respondent E, F, G, H, and I are the medium business of Tagum composes of the sample size of 2.4%, 1.7%, 0.7%, 1.04% and 28.5% respectively.

The respondents who joined the study were the owners and employees of registered small and medium size-enterprises which include the number of years in business, at least three years in operating the company, employees not more than nine employees with the total assets for small enterprises are P3,000,001-15,000,000 and for medium enterprise are P15,000,001-P100,000,000, an employee, and it must be regular and at least one year in service. The researcher excluded the unregistered SMEs, the informal sector, and the giant or multinational companies as stated on Micro, Small, and Medium-size Enterprises RA 9501. They randomly select from among Small to Medium Enterprises owners and employees of Tagum City.

Furthermore, the respondents can withdraw anytime if they feel uncomfortable or threatened by the study.

2.3 Research Instrument

It used primary data to gather information about the study, which consists of three parts: organizational culture, organizational innovativeness, and business resilience. The survey questionnaires utilized in the study, sourced from various related research, carried out the restructuring to make the instrument more applicable to current and local settings. To make the tool more contemporary, experts validated it.

The survey tool employed in this research was the approved and modified questionnaire. Cameron and Quinn's (2011) Organizational Culture Survey tool approved and modified the first survey questionnaire. The questionnaire was named Organizational Culture Questionnaire with six indicators, namely: dominant characteristic (4 items), organizational leadership (4 items), management of employees (4 items), organizational glue (4 items), strategic emphases (4 items), and criteria of success (4 items) with a total of 24 items.

The second survey questionnaire was adopted and modified from Wang and Ahmed's (2004) Organizational Innovativeness Survey tool. The questionnaire was named Organizational Innovativeness Questionnaire with five indicators, namely: behavioural innovativeness (4 items), product innovativeness (4 items), process innovativeness (4 items), market innovativeness (4 items), and strategic innovativeness (4 items).

The third survey questionnaire was adopted and modified from Campos, K. (2016) Business Resilience Survey tool. The questionnaire was named Business Resilience Questionnaire with five indicators, namely: institutional control

(16 items), planning and preparedness (12 items), philosophy and integrity (9 items), external support and linkages (8 items), and communication and media (5 items).

2.4 Data Collection

During the conduct of data gathering for the research, consider the following step.

The researcher secured a letter of permission and certification to conduct the research from the Dean of Graduate Studies, which served as evidence that UM Tagum College officially recognized the research. After which, gave the letter of certification to the employer/owner of the business and their employees. Upon approval of the employee/owner, the researcher personally administered the questionnaire distribution to all respondents. During the distribution process of the questionnaire, it was given to the owner/employee of the business and asked them to answer briefly, and they only gave three days to answer the questionnaire, and after that, the researcher collated the data.

Furthermore, the researcher gave the respondents instructions and orientation to guide them in completing the questionnaires. It was to ensure one hundred percent accuracy in answering the questionnaires. The researcher tabulated, analyzed, and interpreted the gathered data using the prescribed tool.

III. RESULT

3.1 Level of Organizational Culture

Table 1 displays the mean and standard deviation of the scores for the indicators of organizational. The overall mean organizational culture is 4.34 with a standard deviation of 0.29 with a descriptive of very high.

Table 1.
Level of Organizational Culture

| Indicators | Mean | SD | Descripte Equivalent |
|---------------------------|-------------|-------------|----------------------|
| Dominant Characteristics | 4.38 | 0.40 | Very High |
| Organizational Leadership | 4.36 | 0.44 | Very High |
| Management of Employee | 4.36 | 0.42 | Very High |
| Organization Glue | 4.34 | 0.41 | Very High |
| Strategic Emphasis | 4.29 | 0.41 | Very High |
| Criteria of Success | 4.33 | 0.39 | Very High |
| Overall | 4.34 | 0.29 | Very High |

Furthermore, all indicators were very high, and the total mean score was the result from the succeeding calculated mean scores from the highest to lowest indicators: *dominant characteristics*, which had a mean of 4.38 with a standard deviation of 0.40, described a very high, *organizational leadership* which had a mean of 4.36 with a standard deviation of 0.44 described as very high, *management of employee* which had a mean of 4.36 with a standard deviation of 0.42 expressed very high, *organization glue* which had a mean of 4.34 with a standard deviation of 0.41 described as very high, *criteria of success* which had a mean of 4.33 and a standard deviation of 0.39, and, a *strategic emphases* which had a mean of 4.29 with a standard deviation 0.41 labeled as very high.

3.2 Level of Organizational Innovativeness

Table 2 displays the level of Organizational Innovativeness of Small-Medium sized Enterprises. It can glean from the Table that the overall mean is 4.33 with a standard deviation of 0.31 with a descriptive equivalent of very high. This study signifies that small and medium enterprises in Tagum City very much observed *organizational innovativeness*.

Table 2.
Level of Organizational Innovativeness

| Indicators | Mean | SD | Descriptive Equivalent |
|----------------------------|-------------|-------------|------------------------|
| Behavioural Innovativeness | 4.31 | 0.41 | Very High |
| Product Innovativeness | 4.33 | 0.41 | Very High |
| Process Innovativeness | 4.35 | 0.40 | Very High |
| Market Innovativeness | 4.35 | 0.42 | Very High |
| Strategic Innovativeness | 4.32 | 0.45 | Very High |
| Overall | 4.33 | 0.31 | Very High |

The mentioned total mean score is the outcome of the succeeding calculated mean scores outcome of the succeeding calculated mean scores. In terms of the descending order from the highest to lowest means, the result as follows: *process innovativeness* had a mean of 4.35 with a standard deviation of 0.40, defined as very high; *market innovativeness* had a mean of 4.35 and a standard deviation of 0.42 described as very high; *product innovativeness* had a mean of 4.33 with a standard deviation of 0.41 described as very high; *strategic innovativeness* had a mean of 4.32 with a standard deviation of 0.45 and defined a very high; and, *behavioural innovativeness* had a mean of 4.31 and a standard deviation of 0.41 defined as very high.

3.3 Level of Business Resilience

Table 3 displays the scores of the mean and standard deviation for the indicators of business resilience, with an overall average of 4.29 and a standard deviation of 0.31 defined as very high.

Table 3.
Level of Business Resilience

| Indicators | Mean | SD | Descriptive Equivalent |
|-------------------------------|-------------|-------------|------------------------|
| Institutional Control | 4.30 | 0.32 | Very High |
| Planning and Preparedness | 4.31 | 0.37 | Very High |
| Philosophy and Integrity | 4.27 | 0.37 | Very High |
| External Support and Linkages | 4.28 | 0.41 | Very High |
| Communication and Media | 4.31 | 0.45 | Very High |
| Overall | 4.29 | 0.31 | Very High |

It means business resilience was very much observed by the small to medium enterprises in Tagum City. Furthermore, all indicators were very high, and the aggregate mean score was the result of the succeeding calculated mean scores from the highest to lowest indicators: *planning and preparedness*, which had a mean of 4.31 and a standard deviation of 0.37 defined as very high, *communication and media* which had a mean of 4.31 with a standard deviation of 0.45 labeled as very high, *institutional control* which had a mean of 4.30 with a standard deviation of 0.32 defined as very high, *external support and linkages* which had a mean of 4.28 with a standard deviation of 0.41 defined as very high and, *philosophy and integrity* which had a mean of 4.27 with a standard deviation of 0.37 described as very high.

3.4 Significance on the Relationship Between Organizational Culture and Business Resilience

One of the goals of this research was to ascertain if there existed a correlation between organizational culture and business resilience. After that, we used Pearson r to regulate our variable correlations. In addition, presented in Table 4 is the result of analysis and interpretation of organizational culture.

Table 4.
Significance on the Relationship between Organizational Culture and Business Resilience

| Indicators | Dependent Variable | r-value | r-squared | p-value | Decision |
|---------------------------|---------------------|---------|-----------|---------|-----------------------|
| Dominant Characteristics | | 0.417* | 0.1739 | 0.001 | Reject H ₀ |
| Organizational Leadership | Business Resilience | 0.442* | 0.1954 | 0.001 | Reject H ₀ |
| Management of Employee | | 0.454* | 0.2061 | 0.001 | Reject H ₀ |
| Organization Glue | | 0.490* | 0.2401 | 0.001 | Reject H ₀ |
| Strategic Emphasis | | 0.470* | 0.2209 | 0.001 | Reject H ₀ |
| Criteria of Success | | 0.435* | 0.1892 | 0.001 | Reject H ₀ |

The collected results show that all the indicators of organizational culture, such as *dominant characteristics*, *organizational leadership*, *management of employee*, *organization glue*, *strategic emphasis*, and *criteria of success*, were significantly related to business resilience.

Hence, all organizational culture indicators are meaningfully related to business resilience.

It described that if organizational culture heightens, business resilience strengthens.

3.5 Significance on the Relationship Between Organizational Innovativeness and Business Resilience

One of the goals of this research was to ascertain if a correlation existed between organizational innovativeness and business resilience. After that, we used Pearson r to regulate our variable correlations. In addition, presented in Table 5, the resulted in analysis and interpretation of organizational innovativeness.

Table 5.
Significance on the Relationship between Organizational Innovativeness and Business Resilience

| Indicators | Dependent Variables | r-value | r-squared | p-value | Decision |
|----------------------------|---------------------|---------|-----------|---------|-----------------------|
| Behavioural Innovativeness | | 0.480* | 0.1739 | 0.001 | Reject H ₀ |

| | | | | | |
|--------------------------|---------------------|--------|--------|-------|-----------------------|
| Product Innovativeness | Business Resilience | 0.448* | 0.1954 | 0.001 | Reject H ₀ |
| Process Innovativeness | | 0.525* | 0.2756 | 0.001 | Reject H ₀ |
| Market Innovativeness | | 0.484* | 0.2061 | 0.001 | Reject H ₀ |
| Strategic Innovativeness | | 0.475* | 0.2256 | 0.001 | Reject H ₀ |

The collected results show that all the indicators of organizational innovativeness, such as *behavioural, product, process, market, and strategic innovativeness, were significantly related to business resilience.*

3.6 Regression Analysis on the Domains of Organizational Culture that Significantly Predict and Business Resilience

Presented in Table 6 is the regression analysis on the domains of the organizational culture that significantly predict business resilience. The Table shows a computed F-value of 32.267 and a p-value of 0.001, indicating a substantial influence between organizational culture and business resilience.

Table 6.
Regression Analysis on the Domains of Organizational Culture that Significantly predict Business Resilience

| Indicators | Unstandardized Coefficients | | Standardized Coefficients | t-value | p-value | Decision |
|---------------------------|-----------------------------|-------|---------------------------|---------|---------|-----------------------|
| | B | SE | Beta | | | |
| (Constant) | 1.355 | 0.214 | | | | |
| Dominant Characteristics | 0.127 | 0.04 | 0.164* | 3.049 | 0.003 | Reject H ₀ |
| Organizational Leadership | 0.110 | 0.39 | 0.158* | 2.834 | 0.005 | Reject H ₀ |
| Management of Employee | 0.086 | 0.043 | 0.117* | 2.006 | 0.046 | Reject H ₀ |
| Organization Glue | 0.110 | 0.047 | 0.146* | 2.352 | 0.019 | Reject H ₀ |
| Strategic Emphasis | 0.138 | 0.042 | 0.183* | 3.273 | 0.001 | Reject H ₀ |
| Criteria of Success | 0.107 | 0.043 | 0.137* | 2.491 | 0.013 | Reject H ₀ |

Dependent Variable: Business Resilience
 R-value : 0.639 F-value : 32.267
 R² : 0.409 p-value : 0.001

The R-value of 0.639 entails a positive association between organizational culture and business resilience. The overall R2 is 0.409, demonstrating that organizational culture explains 40.9% of the level of business resilience, with the remainder attributable to other variables not involved in the study.

Specific for each indicator are the following: the standardized beta coefficient from highest to lowest indicators for the strategic emphasis is 0.183 showing a probability value of 0.001, more melancholy than the 0.05 level of significance; dominant characteristics have a beta coefficient of 0.164, indicating a probability value of 0.003 lower than the set level of importance thus, the null hypothesis rejects; organizational leadership has a beta coefficient of 0.158 showing a probability value of 0.005 more inferior than the intricate level of significance therefore, null hypothesis is rejected; organizational glue has a beta coefficient of 0.146 showing a probability value of 0.019 lower than the set level of importance.

Thus, the null hypothesis rejects; criteria of success have a beta coefficient of 0.137, showing a probability value of 0.013, lower than the set significance level; thus the null hypothesis rejects. All these indicators are found to be significant predictors of business resilience.

Therefore, organizational culture significantly influences the business resilience of small to medium enterprises in Tagum City.

3.7 Regression Analysis on the Domains of Organizational Innovativeness that Significantly Predict and Business Resilience

Presented in Table 7 was the regression analysis on the domains of organizational innovativeness that significantly predict business resilience. The Table shows a computed F-value of 42.532 and a p-value of 0.001, indicating a substantial influence between organizational innovativeness to business resilience.

Table 7.
Regression Analysis on the Domains of Organizational Innovativeness that Significantly predict Business Resilience

| Indicators | Unstandardized Coefficients | | Standardized Coefficients Beta | t-value | p-value | Decision |
|----------------------------|-----------------------------|-------|--------------------------------|---------|---------|-----------------------|
| | B | SE | | | | |
| (Constant) | 1.594 | 0.197 | | | | |
| Behavioural Innovativeness | 0.171 | 0.041 | 0.227* | 4.169 | 0.001 | Reject H ₀ |
| Product Innovativeness | 0.165 | 0.040 | 0.217* | 4.137 | 0.001 | Reject H ₀ |
| Process Innovativeness | 0.166 | 0.045 | 0.213* | 3.687 | 0.001 | Reject H ₀ |
| Market Innovativeness | 0.120 | 0.042 | 0.165* | 2.83 | 0.001 | Reject H ₀ |
| Strategic Innovativeness | 0.168 | 0.036 | 0.247* | 4.647 | 0.001 | Reject H ₀ |

Dependent Variable: Business Resilience

*p<0.05

R-value : 0.656

F-value : 42.532

R² : 0.431

p-value : 0.001

The R-value of 0.656 entails a positive association between organizational innovativeness and business resilience. The overall R^2 is 0.431, indicating that organizational innovativeness explains 43.1% of the level of business resilience, with the remainder attributable to other variables not involved in the study.

Moreover, the standardized beta coefficient from highest to lowest indicators for strategic innovativeness is 0.247 showing a probability value of 0.001 more inferior than the 0.05 level of significance; behavioural innovativeness has a beta coefficient of 0.227, indicating a probability value of 0.001 more impaired than the set significance level 0.05. Thus, the null hypothesis rejects; product innovativeness has a beta coefficient of 0.217, showing a probability value of 0.001 lower than the set level of significance of 0.05; thus, the null hypothesis rejects; process innovativeness has a beta coefficient of 0.213, showing a probability value of 0.001 lower than the set level of significance 0.05 thus, null hypothesis rejects; market innovativeness has a beta coefficient of 0.165 showing a probability value of 0.001 more inferior than the intricate level of importance; therefore null hypothesis contradicts. All these indicators of organizational innovativeness are found to be significant predictors of business resilience.

Therefore, organizational innovativeness significantly influences the business resilience of small to medium enterprises in Tagum City.

IV. DISCUSSION

4.1 Level of Organizational Culture

Earlier in the chapter, it determines that the organizational culture level of Tagum City's SMEs is exceptionally high. This research connects to the very high rating given by the respondents regarding organizational culture. It suggests that organizational culture was prominent among Tagum City's SMEs. It means that observed organizational culture among SMEs of Tagum City. It means that the SMEs of Tagum City practice good culture that increases the product ability of the organization.

The very high descriptive equivalent at the organizational culture level aligns with the different authors' observations. This statement aligns to the writing of Schneider and Barbera 2018, p. 326-345 stated that, the values, habits and assumptions influence the organization's member in their day-to-day job activities. Furthermore, organizational culture is an essential tool for managers to direct the direction of their organizations (Daft & Lane 2018, p. 62). It contributes to developing an appropriate environment, which affects operational and company organizational successes together.

Others, such as (Devi et al., 2007 as stated in Aichouche et al. 2022, p. 1-12), were concerned with learning the effects of the different natures of culture according to the Competing Values Framework, as it provides an accurate valuation of Organizational Culture and is a valuable tool for analyzing Organizational Culture concerning other variables.

On the other hand, many of these theories and models are based on ethical methods that hold that corporate culture cannot be evaluated (Alvesson 2018, p. 358-363). Furthermore, diagnosing organizational culture is complex and cannot change in a single year, but the authors believe that the organization would only suffer if the organization did so (Alvesson 2018, p. 358- 363).

Furthermore, organizational culture in this study propose by Vogus, T & Sutcliffe, K (2003, p. 94-110) supports those cited theories when they identified two main emphases on the concept of resilience: first is the culture of the individuals or organizations, which allow them to continue to perform under difficult circumstances or to recover from shocks; while the second approach views resilience from a more innovative and developmental perspective which emphasizes the inherent ability of individuals or organization to maintain their performance levels under challenging circumstances, or to regain them after unexpected events evidenced by an increasing ability to respond to and, crucially, to emerge stronger from, these difficult experiences.

4.2 Level of Organizational Innovativeness

The previous chapter determined that the level organizational innovativeness of Tagum City's SMEs was very high. This research referred to the very high rating afforded by the respondents in terms of organizational innovativeness: behavioural innovativeness, product innovativeness, process innovativeness, market innovativeness, and strategic innovativeness. It suggests that organizational innovativeness was prominent among Tagum City's SMEs. It means that

organizational innovativeness observes among SMEs of Tagum City. It means that the SMEs of Tagum City practice the dormant potential and dedication to innovation within the firm.

Likewise, it considers appropriateness, the degree to which a new product is regarded as beneficial by some patrons, as an essential feature of product innovativeness, which is commonly referred to as perceived newness or uniqueness of products from the perspectives of consumers and firms (Kraus, P et al. 2020, p. 1-25). Igami, M & Uetake, K (2020, pp. 2672-2702) examine the HDD business using more current data from 1996 to 2016, a fast consolidation resulting in only three global players. Theoretically, the outcome sheds light on contradictory findings about the relationship between the Organizational Environment for Innovation (OCI) and the IWB workers (De Jong & Den Hartog 2018 p. 41-64).

4.3 Level of Business Resilience

The last chapter revealed that the level of business resilience among SMEs of Tagum City was very high. This research refers to the very high rating afforded by the respondents with indicators of philosophy and integrity, institutional control, planning and preparedness, external support and linkages, and communication and media. It indicates that business resilience among SMEs of Tagum City much observes. It means that the SMEs of Tagum City were well prepared and ready for any event.

Thus, to Persson and Povitkina (2018, p. 833-847), while natural disasters such as earthquakes and certain catastrophic hydrometeorological occurrences are beyond human control, governments' ability to safeguard communities significantly influences the degree of human suffering in disasters, broad public engagement and representation are thought to produce resilience, but democratic institutions have obstacles in guaranteeing catastrophe protection in environments of corruption, inadequate planning, and ineptitude in public administration, Kaynak, R & Reel, M. (2018, p. 1-19) it discovered that institutional capacities and disaster management performance antecedents were positively connecting to disaster-oriented competences.

As a result, it is critical to devise a policy ahead of time to be ready in the event of an emergency, and these plans include various phases such as facility protection and the development of emergency management planning guidelines (Pfeffer, J. & Viega, J. et al. 2018, p. 102-10). According to Conz et al. (2019, p. 186-210), SME resilience is linked to leadership's willingness to choose and implement a variety of tactics, depending on the environment and the situations they face, while sticking to one plan will reduce risk in calm periods, flexibility to be agile and adapt the strategy provides the company with the best chance of survival in a volatile climate, while sticking to one plan will reduce risk in calm periods.

4.4 Significance on the Relationship Between Organizational Culture and Business Resilience

Small and medium-sized enterprises (SMEs) in Tagum City strongly correlate with organizational culture incoming terms of dominant characteristics, organizational leadership, employee management, organizational glue, strategic emphasis, and success criteria. Organizational culture correlates to positively correlate with business resiliency.

Hu et al. (2020) pointed out that organizational leadership is critical when directing workers suffering from state anxiety. Similarly, Usdin (2014, referenced by Ayoko, O 2021, p. 417-421) demonstrated that resilient communities foster when their leaders encourage democratic, collective decision-making, emphasize intra-dependence, and support individual agency and locally learned decisions.

On the contrary, individual and organizational performance depends on entrepreneurial resilience. Entrepreneurial resilience is the ability to remain hopeful amid market turbulence; a resilient entrepreneur can endure personal and market obstacles while concentrating on the future (Fatoki, O 2018, p. 1-12).

4.5 Significance on the Relationship Between Organizational Innovativeness and Business Resilience

Small and medium-sized enterprises (SMEs) in Tagum City strongly correlate with organizational innovativeness in product, market, process, behavioural, and strategic innovativeness. Organizational innovativeness correlates positively with business resiliency.

This study used Alder's (2018) paradigm to define product innovativeness as "the originality and meaningfulness of new items brought to the market promptly (Horner 2019, p. 623-700). Yuyu C et al. (2021, p. 1-26) go

further, incorporating incumbents and entrants up to several firms and focusing on existing entrant heterogeneity in innovation incentives. Small Business Innovation Study contracts for R&D procurement are put out to bid in three stages according to research conducted by Bhattacharya (2021, p. 2189-2224) on the U.S. Navy's Small Business Innovation Research program.

In addition, the process innovation was measured as a moderating variable using four items adapted from (Ponsignon et al. 2021a, p. 872-897) to capture the changing of manufacturing practices or to determine whether SMEs conduct process innovation by changing as an inherent added value that is not novel in the industry, but new in the firm about the improvement of the operational process (Ponsignon et al. 2021b, p. 872-897).

According to Rajapathirana & Hui (2018, p. 44-55), selecting, storing, and disseminating innovative capabilities can have a major impact on implementing a competitive advantage.

4.6 Regression Analysis on the Domains of Organizational Culture that Significantly Predict and Business Resilience

The regression analysis on the domain of organizational culture that significantly predict business resilience of SMEs in Tagum City revealed that all indicators of organizational culture, which is dominant characteristics of management of employee, organizational leadership, organizational glue, criteria of success, and strategic emphasis, predict business resilience.

Dominant Characteristics are the pattern of shared basic assumptions that a community has educated as it solves its difficulties of external adaptation and internal integration as a correct way of distinguishing, rationalizing, and feeling the problems (Schein, 2018, p. 62). Another type of data classification uses to predict a participant's early academic failure on a particular problem and to predict the delivery of a convincing message that will change the participant's viewpoint (Costa et al. 2018, p. 51-74). On the contrary, organizational leadership classifies into five categories: joint targeting, strategic thinking, decision-making, planning, and monitoring; strategic thinking is divided into four categories: (Khajeddane et al. 2019, p. 621-636). Furthermore, management of employee ensures that educational programs should be handled by caring for clients as partners and enhancing workforce loyalty through team bonding and staff growth opportunities (Dzomonda & Fatoki 2019, p. 82-220); hence, Diabate et al. (2019, p. 7149), reported that there was a collaboration between small and medium-sized companies for maintainable growth (SMESG) and each entrepreneurial capability (EA) dimension, such as innovation, risk management, relationship and ability to identify prospects, and learning skills embraced.

Moreover, Belassi et al. (2019, p. 900-906) analyzed 218 U.S. organizations to investigate the direct effects of organizational culture, as indicated by Hofstede, on new product success (NPP) and found that 28 organizational glues are essential. There are several corporate culture models and hypotheses. Contrary, a strategic culture that revolved around a range of high-involvement human resource activities that they thought offered a competitive advantage to an organization (Pfeffer & Viega 2018, p. 37-48). According to Zheng 2020 (p.121494), an organization can bounce back by good human resource management and employee inventiveness. Hence, the ability of a company to adapt to a crisis and survive, recover, develop, and gain competitive advantage facilitates by organizational resilience. As a result, several firms have devised measures to ensure enough organizational resilience to adapt and survive the epidemic. Indeed, the definition of resilience contests because of its multidimensional and multi-level nature (Williams 2017, p. 733-769; Secundo et al. 2020, p.120118). Hence, studies revealed that the effect of the pandemic crisis on firms' sales, resources, and cash flow are some of the aspects that determine their resilience as an organization (Zhu, G. et al. 2020, p. 5858).

4.7 Regression Analysis on the Domains of Organizational Innovativeness that Significantly Predict and Business Resilience

The regression analysis on the domain of organizational innovativeness that significantly predict business resilience of SMEs in Tagum City revealed that all indicators of organizational innovativeness, which were market innovativeness, product innovativeness, process innovativeness, behavioural innovativeness, and strategic innovativeness, predict business resilience.

Thus, individuals, teams, and management demonstrated behavioral innovativeness. Measuring an organization's behavioral innovativeness cannot be done by evaluating isolated innovation events or the innovative features of specific small groups inside the organization (Kraus, P et al., 2020, p. 1-25). Likewise, it considered appropriateness, the degree to which a new product is regarded as valuable by some patrons, as an essential feature

of product innovativeness, which is commonly denoted as the perceived newness or uniqueness of products from the perspectives of consumers and firms (Kraus, P. et al. 2020, p. 1-25). Igami, M and Uetake, K (2020, pp. 2672–2702) examine the HDD business using more current data from 1996 to 2016, a fast consolidation resulting in only three global players.

Hence, process innovation, such as signing a standalone contract between the principal (customer) and agent (producer), was influenced by technology integration (Krolkowski & Okoeguale 2018, p. 1-54), system configuration (Charterisa J. et al 2019, p. 41-56), and project changes (Moyano- Fuentes, J. et al 2018, p. 844-856) because of constant interaction and engagement. Besides, marketing innovation examines policy and academic literature from various angles. For example, international organizations and government agencies include marketing innovation in their numerous publications (European Union, 2018, p. 1-6). Meanwhile, *strategic innovation* occurs when a corporation recognizes and pursues the gaps in industry positioning and rises to become the new mass market. In a broad sense, strategic innovation is development of new competitive strategies that add value to the organization (Kraus, P et al. 2020, p.1-25). On the contrary, organizations operating in a dynamic, competitive, and volatile environment must constantly adjust their business strategy. Innovation shows to be positively associated with business performance in studies by (Kim 2020, p. 47–75).

Contrarily, in a tumultuous environment, sustained innovation reflects changes in a firm's innovative behavior, sectoral heterogeneity, firm type, manufacturing technology, and innovation processes (Antonioli, D & Montesor, S2018, p. 13). This study affirmed the study of Ahiauzu, L & Ololube, NP (2016, p. 334- 364) when they surmised that organizational culture, size, and structure have a significant moderating relationship between innovation and resilience. Organizational culture and innovation may encourage and develop strength (Lažnjak 2011, p. 77-94). Additionally, long-term orientated cultures that encourage corporate long-term planning has been shown to strengthen organizational resilience (Sandhya & Sulphrey 2020, p.6), while innovative traits of both long and short orientation can increase organizational stability (Andersson et al. 2019, p. 1297-1333).

V. CONCLUSION AND RECOMMENDATION

Relating to the research objective, the results revealed that it very much observed the organizational culture in terms of organizational leadership, management of employee, organizational glue, strategic emphasis, criteria of success, and dominant characteristics among the employer or employee Small and Medium-sized Enterprises in Tagum City. It also exposed that organizational innovativeness in terms of product innovativeness, behavioural innovativeness, innovativeness, market innovativeness, process, and strategic innovativeness was also very much observed by the employer or employees of Small to Medium Enterprises in Tagum City. In addition, the study exposed that business resilience in terms of institutional control, planning and preparedness, philosophy and integrity, external support and linkages, and communication and media were very much observed by the respondents. Furthermore, the findings entail a substantial connection between the organizational culture and business resilience and a substantial relationship between organizational innovativeness and business resilience.

Moreover, the domain of Organizational Culture, with its dominant characteristic, management of employee, organizational leadership, organization glue, strategic emphases and criteria of success reject the hypothesis that predict business resilience. In the same way, the domain of Organizational Innovativeness, with its product innovativeness, market innovativeness, process innovativeness, behavioural innovativeness, and strategic emphases also rejects the hypothesis as a predictor of business resilience.

Moreover, every business was exposed to risk, particularly small and medium-size enterprises. They may face loss exposure due to unforeseen circumstances that may decrease prospect income or impair operating efficiency. In this context, it is recommended that a full package of risk management program may be undertaken with the collaboration of the Local Government Unit, the Department of Trade and Industry, the Department of Labor and Employment, and other related government agencies. Further, strategic emphasis implies that businesses do not value on strategy and planning to establish viability and resiliency in the chosen industry. Culture in society provided much influence for establishing the business without conducting a study and investigation. Moreover, the government may have the zoning policy to this end but lacks on the implementation side. Thus, it is recommended that the government and SMEs in the locality should work together to discuss this grey area and if possible, establish a concrete policy beneficial for both parties. Furthermore, strategic innovativeness best predicts business resiliency and indicates the vision and purpose direction of one's business. SMEs will not only depend on what is current and available but be willing to plan new methods and predict the outcome of each. Predicting the outcome will prepare businesses to position backup plans and strategies in case of a breakdown. To this end, companies will thrive but eventually will innovate to meet the demands of the time. Likewise, seminars and training may be done by phase on topics of strategy and innovation to improve their planning skills and because of this, their vision about business widen and achieve their goals that can help both the employee and the establishment.

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