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## THE INFLUENCERS OF ORGANIZATIONAL PERFORMANCE OF CARINDERIA FOOD STALLS IN DAVAO CITY

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### Abstract

*The food industry, specifically the catering industry plays a vital role in driving economic growth, however catering businesses or locally known as carinderias encounter internal and external problems affecting their performance. The objective of this study is to determine the influence of Entrepreneurial Orientation and Access to Finance on the Organizational Performance of Carinderia (Food stall) Owners and used the Descriptive-Correlational research design. The theory is anchored on the Research-based view by Wernerfelt (1984). The study identified two independent variables and tested hypothesis on which of the two variables has a significant influence on organizational performance with empirical data from a simple random probability sample of 200 Carinderia owners/managers in Davao City, Philippines. The correlation analysis showed that there is a significant positive low relationship between entrepreneurial orientation and organizational performance, and there is a significant positive moderate relationship between access to finance and organizational performance. Moreover. The regression analysis showed that 33.3 percent of the variation in organizational performance can be attributed to the combined influence of entrepreneurial orientation and access to finance. The findings support the idea that Carinderia owners/managers should continue to exercise entrepreneurial orientation. Moreover, private and government banks should continue to offer accessible formal credit with favorable interest costs.*

**Keywords:** Entrepreneurial Orientation, Access to Finance, Organizational Performance, and Davao City, Philippines

## INTRODUCTION

### Background of the Study

Restaurant market changes happen constantly, such as demographic evolution, and global economic crisis, which affects companies' chances in gaining and/or retaining competitive advantages (Ivkov, 2016). The same author mentioned that fast-food restaurants in India face internal and external challenges which include workforce management, pricing strategy, and catching up with current trends. In addition, smaller businesses also encounter productivity and efficiency problems caused by factors which are limited access to finance, human resources, market and market information access, the shifting consumer preferences, and limited technical and management knowledge (Francisco and Canare, 2019). Meanwhile in the food industry context, Hatta (2015) identified that internal problems such as lack of innovation and limited capital slow down the increase in competitiveness.

Organizational performance is a concept which measures how a firm is positioned in the market, and how it meets its stakeholders' needs (Lo et al, 2015). In the United States, eating and drinking places are forecasted to contribute 5 percent of nominal GDP or \$1.54 trillion in output to the economy, and are expected to pay \$238.64 billion in taxes to all levels of government (National Restaurant Association, 2025). In Australia, the food and agribusiness industry is regarded as an important part of the economy as it contributes to the regional business, service opportunities, and employment (Department of Industry, Innovation and Science, 2017). Carinderias, or food stalls in the Philippines, fall within the catering industry where food is produced for immediate consumption according to Taylor (2008). And around 98% of businesses in the Philippines are Micro small and medium-sized, which despite their size, contribute to over fifty-five percent of the Gross Domestic Product and over sixty-five percent of total employment (Department of Trade and Industry, 2018).

Entrepreneurial Orientation (EO) is shown when a firm is innovative, proactive, and risk-taking (Rezaei and Ortt, 2018). EO has a positive and significant effect on the performance of firms in the food and beverage industry (Amrullah et al., 2023). Furthermore, performance of SME operations becomes superior due to entrepreneurial orientation integration, and helps the organization thrive the complexity and turbulence of the business environment (Buli, 2017). Another variable that affects organization performance is access to finance. Access to finance exposes businesses to better opportunities and improved business performance (Kamunge et al., 2014). Moreover, Ylhäinen (2017) states that there is a direct effect of financial costs in the optimized financial performance of SMEs, especially on younger firms.

Despite extensive literature on the effects of entrepreneurial orientation and access to finance, recent literature is showing inconclusive findings on EO dimensions and access to finance on organizational performance. In addition, there is a need to study entrepreneurial orientation and access to finance on organizational performance in various industries and context, such as in developing economies and in the food service industry. Furthermore, there is a limited availability of SME finance data in Asia and the Pacific (Asian Development Bank, 2015). The study is in line with the University of the Immaculate Conception research agenda 'Other Business Researches', pertaining to

business sustainability through the strategies of micro, small and medium enterprises.

The research paper will be presented in academic programs, specifically to the faculty and students of University of the Immaculate Conception. In addition, it will be submitted for possible publication to national and international journals, as well as presentation to national and international research forums. Moreover, results of the study will be submitted to local business organizations such as the Philippine Chamber of Commerce and Industry (PCCI), the Department of Trade and Industry (DTI), or Local Government Units (LGUs), for possible use in training or development programs. And a summary of the results and recommended actions of the study will be provided to the research participants.

### Statement of the Problem

This study aimed to determine the influence of Entrepreneurial Orientation and Access to Finance on the Organizational Performance of Carinderia Owners in Davao City. Specifically, it sought to answer the following:

1. What is the level Organizational Performance among Carinderia owners in terms of:
  - 1.1 Financial performance; and
  - 1.2 Nonfinancial performance?
2. What is the level of Entrepreneurship Orientation among Carinderia owners in terms of:
  - 2.1 Innovativeness;
  - 2.2 Proactiveness; and
  - 2.3 Risk-taking?
3. What is the level of Access to Finance among Carinderia owners in terms of:
  - 3.1 Formal credit procedures; and
  - 3.2 Businesses costs in accessing capital?
4. Is there a significant relationship between:
  - 4.1 Entrepreneurial orientation and Organizational performance; and
  - 4.2 Access to Finance and Organizational performance?
5. Which between Entrepreneurial orientation and Access to Finance significantly influences the Organizational performance of Carinderia owners in Davao City?

### Review of Related Literature

This section provided discussions on the variables and its indicators. It contained related literature and studies of the independent variables: entrepreneurial orientation and access to finance with their indicators; and dependent variable, organizational performance with their indicators. The different discussion of the concepts, ideas and viewpoints were taken from various authors of different books, journal, electronic articles and other reliable sources.

**Organizational performance.** Performance in business context is one of the factors for success, and can be measured through various factors such as sales, profit, return of capital, and market share (Feriyansyah, 2023). The performance of small businesses contains many fronts, including marketing, finance, sales, competition, regulation, customers, and quality (Ramirez and Lim, 2021). In addition, small enterprises face reduced capital which exposes them to economic shocks, depend on a group of clients for some industries, lack functional distribution systems and marketing

services, lack access to new technologies, and lack sufficient management and economical knowledge (Neagu, 2016). Studies have looked at ways to increase organizational performance. Ramazanov, (2024) looked at forward-thinking and learning from past experiences to drive sustainable growth and adapt strategically in a fast-food restaurant in Central Asia. And, finding opportunities such as customer's needs, market conditions, resources, technology, legal regulations, and adhering to motivation such as profits, idea verification, opportunity exploitation, and competition are needed to increase firm performance (Kusa et al., 2021). Organizational performance has two indicators: financial performance, and nonfinancial performance.

**Entrepreneurial Orientation.** Entrepreneurship is viewed as one of the characteristics of an organization (Covin & Wales, 2019). And Entrepreneurial Orientation (EO) pertains to the processes, practices, and decision-making activities that lead to new entry (Child, 1972). It is an important driver of firm performance (Wales et al., 2013). It has three indicators: Innovativeness, Proactiveness, and Risk-taking.

**Access to Finance.** Access to finance is when the firm is able to access financial support measures without any problems (Erkut, 2021). One of the critical factors limiting the development of SMEs is Poor access to finance (Asian Development Bank, 2015). Furthermore, SMEs are less likely to obtain bank loans than large firms, so they rely on internal financing from friends and family (World Bank, 2019). Lack of access to finance slows down entrepreneurial undertakings in Nigeria (Eniola et al., 2015). In the Asia region, most SMEs pay high interest charges with highly expensive collateral to bank, and big enterprises are given preference as borrowers (Asian Development Bank, 2015). It has two indicators: Formal credit procedures, and Business costs in accessing capital.

### Theoretical Framework

The study was anchored on the Resource-Based View (RBV) theory by Wernerfelt (1984). The RBV theory posits that an organization's performance and competitive advantage stem from its ability to acquire and effectively utilize valuable, rare, inimitable, and non-substitutable (VRIN) resources. These resources can be tangible, such as a capital or access to capital/finance, or intangible, such as knowledge and capabilities. In the context of Carinderia owners, resources such as financial capital, business skills, and entrepreneurial orientation represent key internal assets that can drive business success. A strong entrepreneurial orientation—manifested through innovativeness, proactiveness, and risk-taking—enhances the ability of business owners to strategically deploy resources.

In addition, the study was anchored on the proposition by Lo et al., (2016) which concluded that entrepreneurial orientation (EO) has a positive effect on both financial and non-financial performance. The authors used five dimensions of entrepreneurial orientation: innovativeness, riskiness, proactiveness, competitive aggressiveness, and autonomy on Small and Medium Enterprises (SMEs) in Malaysia. The study looked at EO as a standpoint of top managers and/or business owners in decision making, specially in creating a strategic orientation and in obtaining or retaining new markets or opportunities. In addition, they also established EO as how firms take calculated risks to attain a competitive advantage. This supports the research objectives by framing the relationship of EO and organizational performance.

Moreover, the study was anchored on the proposition by Ndofor and Lum, (2024) which studied the effects of credit availability on financial performance. They used five determinants of credit availability: loan approval rate, loan size, collateral requirements, cost of credit, and SME size. They concluded that cost of credit has a significant positive strong influence on financial performance. In addition, loan size has a significant positive moderate influence on financial performance, and loan approval rates has a significant positive weak influence on financial performance. This supports the research objectives by framing the relationship of access to finance and organizational performance.

## METHODOLOGY

### Research Design

This study used the descriptive-quantitative research and utilized the correlation technique. Descriptive research answers the what, where, when, and how questions and works towards accurately and systematically describing a population, phenomenon, or situation (McCombes, 2019). Descriptive research design in this study was used to describe the level organizational performance, entrepreneurial orientation and access to finance among Carinderia owners in Davao City.

### Research Locale

The study was conducted at Davao City, Davao del Sur, Philippines. Specifically in District I of the three administrative districts. District I, Davao City is a feasible location to conduct the study because of the large presence of food stalls which are commonly found near offices, schools, residential and other public and populated areas.

### Research Respondents

The respondents of this study were drawn from Micro, Small, and Medium Enterprises (MSMEs) operating as carinderia food stalls located in the 1st District of Davao City and registered with the Department of Trade and Industry (DTI) in 2025. To ensure the reliability of responses, only carinderia establishments that had been in operation for at least one year were included. This criterion ensured that respondents possessed sufficient business experience and financial records to provide meaningful insights regarding entrepreneurial orientation, access to finance, and organizational performance.

## CONCLUSION AND RECOMMENDATIONS

This chapter contains the conclusion and recommendations. These were based on the findings of the study.

### Conclusion

The level of organizational performance of Carinderias in Davao City is high, indicating that the financial and nonfinancial performance of the Carinderias is favorable. Notably, among all the dimensions, non-financial performance obtained the highest category mean of very high, implying that the Carinderias have a very favorable non-financial performance. And, financial performance scored lower but still falls within the high range and implying that it is favorable.

The level of entrepreneurial orientation of Carinderia owners and managers in Davao City is high, indicating that the owners and managers have evident entrepreneurial orientation. Notably, among all the dimensions, innovativeness obtained the highest category mean, reflecting the owners and managers' innovation on the products and services. However, proactiveness scored the lowest, but still within the high range. All three dimensions:



innovativeness, proactiveness, and risk-taking scored high, meaning these were evident in the Carinderia owners and managers.

The high level of access to finance indicates that the Carinderia owner have extensive access to finance. business costs in accessing capital is rated high, describing lower or ideal business costs and extensive access. Formal credit procedures scored lower, but still falls within the high category, suggesting extensive access to formal credit for capital requirements.

There is a significant positive weak relationship between entrepreneurial orientation and organizational performance. Also, there is a significant positive moderate relationship between access to finance and organizational performance.

The result of the regression analysis showed that entrepreneurial orientation and access to finance could influence organizational performance. It signifies that a unit increase in entrepreneurial orientation, and access to finance can lead to an increase in organizational performance. Access to finance is influences more the organizational performance than entrepreneurial orientation.

The results of this study conformed with the Resourced-Based View (RBV) Theory by Wernerfelt (1984). The results also conform with the proposition by Lo et al. (2016) which confirmed the positive effect of EO on financial and nonfinancial performance. In addition, it conforms with the proposition of Ndofor and Lum (2024) which concluded that cost of credit, loan size and loan approval rates significantly affect financial performance. And the results showed that the respondents have high access to formal credit (banks/cooperatives), and they had lower interest rates or favorable business costs in accessing capital

### Recommendations

Based on the findings and conclusions of this study, the following recommendations are proposed:

The study found out that Carinderia owners and managers in District I, Davao City have high levels or evident Entrepreneurial Orientation, so they should continue to exercise EO, particularly in being proactive in introducing new products first, before their competitors. In addition, they should continue being innovative in adjusting their product lines depending on the forecasted prices of ingredients and seasons. And they should take more calculated risks to attain higher returns.

In addition, the study found out that Carinderia owners and managers in District I, Davao City have high levels or extensive access to finance, meaning they were able to obtain credit from formal sources such as banks and credit cooperatives and had favorable finance or interest cost. Formal financial institutions such as banks and cooperatives should continue to provide financing to these SMEs, and the local government should continue to support SMEs through its existing credit programs offered by the Department of Trade and Industry (DTI) and the Small Business Corporation. And, owners and managers must always be aware of the true cost of credit, which is called Annual Percentage Rate to be able to make informed decisions on the cost before proceeding to borrow whether from formal or informal sources.

Future researchers should look into those other factors to contribute to the research topic being investigated, consider using a stratified random sampling, and consider a mixed-method research design to include qualitative data from carinderia owners.

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