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THE PREDICTIVE INFLUENCE OF MARKETING STRATEGY AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL PERFORMANCE OF THE RESORT INDUSTRY IN THE DAVAO REGION

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ABSTRACT

This quantitative study examined how marketing strategy and organizational culture shaped the performance of resorts in the Davao Region. Using a descriptive-correlational approach, the research gathered data from 200 managers and supervisors through standardized survey tools. The study focused on three main constructs: marketing strategy, organizational culture, and organizational performance, which were measured through validated indicators commonly used in hospitality and business research. The research findings showed that both marketing strategies and organizational culture were viewed positively by resort leaders, with strengths noted in accessibility, organizational guidance, and teamwork. Organizational performance, measured across financial, marketing, employee, and operational aspects, was also rated favorably. Correlational analysis revealed that both marketing strategy and organizational culture have significant positive relationships with organizational performance. Regression analysis further indicated that each factor makes a meaningful contribution to organizational performance, with organizational culture having the stronger influence. The results underscore the importance of fostering a supportive internal culture and implementing effective marketing strategies. Resort managers are encouraged to invest in both areas to improve service quality, strengthen competitiveness, and support long-term growth in the region's tourism industry.

KEYWORDS: *Business Management, Marketing Strategy, Organizational Culture, Organizational Performance, Regression, Philippines*

1. INTRODUCTION

Organizational performance has increasingly become a central concern in the resort industry, especially in today's fast-paced and highly competitive environment (Baum, 2020; Hai, 2020). Across the globe, organizations are challenged by cultural differences that complicate training, knowledge transfer, and teamwork. These issues become more evident when companies rely on rigid, uniform approaches that fail to consider the diverse cultural settings in which employees operate (Hopkins, 2016). At the same time, many organizations struggle to align advertising, customer retention efforts, global market demands, and performance measurement systems, often resulting in fragmented strategies that hinder sustained competitiveness and growth (Abiodun & Kolade, 2020). In the Philippines, similar issues appear in the resort sector, where the need to balance local customer preferences with global tourism demands affects how marketing strategies and organizational culture are formed.

Strong organizational performance is essential because it demonstrates how effectively an organization achieves its goals and creates value. High performance drives growth, sustainability, and positive outcomes for stakeholders by improving profitability, operational efficiency, and customer satisfaction, factors that ultimately help firms secure a competitive advantage (Stoffers et al., 2021; Ahmed et al., 2023). In hospitality and resort settings, strong organizational performance contributes to local economic development by generating employment, strengthening related industries, and supporting environmentally responsible practices (Olivar et al., 2022). Akpa et al. (2021) emphasize that organizational performance reveals how well a company manages resources, sustains growth, and identifies strengths and weaknesses, guiding strategic decisions that enhance efficiency and long-term competitiveness.

Existing research consistently shows a meaningful connection among marketing strategy, organizational culture, and organizational performance. Azhar et al. (2019) explain that a well-designed marketing mix encompassing product, price, place, promotion, people, process, and physical evidence directly influences tourist satisfaction and repeat visits, which in turn strengthen performance outcomes. Similarly, Abdeta and Zewdie (2021) argue that promotional mix strategies such as advertising, sales promotions, and direct marketing significantly enhance organizational performance by shaping consumer decisions and improving an organization's visibility in the market. Studies on organizational culture demonstrate comparable effects. Nikpour (2017) found that organizational culture has both direct and

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indirect positive effects on performance, with employee commitment serving as a strong mediating factor. Additional work by Akpa et al. (2021), Aboramadan (2019), and Stauffer and Maxwell (2020) confirms that strong organizational cultures guide employee behavior, foster innovation, enhance job satisfaction, and improve operational efficiency, ultimately contributing to higher performance levels.

Despite the growing body of literature, few studies focus on the tourism and resort context of the Davao Region, where local cultural practices, customer preferences, and market conditions shape how resort operations are managed (Ntalakos et al., 2022). Existing research often overlooks the specific challenges in hospitality settings, including cultural adaptation and the alignment of marketing strategies with organizational practices.

The outcomes of this study are intended to be shared in local and international research forums to contribute to both theory and practice. By identifying culturally responsive marketing strategies and strong organizational culture attributes, the study aims to support sustainable tourism development in the region and promote evidence-based management practices within the resort sector. Beyond academic contribution, this research offers social relevance by reinforcing local employment, sustainability efforts, cultural appreciation, and community development through improved resort management.

The findings will be shared with resort managers and owners through public presentations, collaborative forums, industry conferences, academic publications, and online platforms. Copies of the study will also be submitted to the University of the Immaculate Conception Library to serve as a reference for future academic and sectoral research in hospitality management and organizational behavior.

Research Questions

1. What is the status of marketing strategy in Davao Region Resorts?
2. What is the status of organizational culture in Davao Region Resorts?
3. What is the status of organizational performance in Davao Region Resort
4. Is there a significant relationship between marketing strategies and organizational culture on organizational performance of Davao Region Resorts?
5. What is the combined and singular influence of marketing strategies and organizational culture on organizational performance?

2. METHODOLOGY

Research Design

This study examined how marketing strategy and organizational culture relate to the organizational performance of resorts in the Davao Region by using a descriptive-correlational quantitative research design. This design was selected to obtain objective, generally applicable results using numerical data for statistical measurement and correlation analysis between the variables. The study utilized established frameworks to facilitate the selection of key indicators for organizational performance, including financial performance, marketing performance, personnel performance, and operational performance, following the models of Kaplan and Norton (2016) and Hair et al. (2019). These indicators allowed for a structured and measurable assessment of the dependent variable, organizational performance.

To evaluate the independent variables, marketing strategy, and organizational culture, the study used survey instruments specifically created for resort operations. Regression analysis was then applied to determine the strength and direction of the effects between the independent and dependent variables. Through this statistical process, the researchers identified which elements of marketing strategy and organizational culture had the most significant influence on organizational performance. The overall use of a quantitative design provided clear, data-driven insights that can guide managerial decisions and strategic planning within the resort industry.

Research Locale

This study was conducted in the Davao Region in Southern Philippines, an area recognized for its active and growing tourism sector. The research focused on resorts located in the provinces of Davao Oriental, Davao del Norte, and Davao de Oro areas known for their diverse and vibrant tourist destinations. Davao Oriental features well-known attractions such as Dahican Beach in Mati City, while Davao del Norte is home to the Island Garden City of Samal, a major tourism hub. Meanwhile, Davao de Oro is steadily emerging as an attractive destination with its developing resort offerings.

These locations were selected because they are experiencing significant post-pandemic recovery and have an increasing need for strong organizational culture and effective marketing strategies to improve resort performance. Using the Resource-Based View (RBV) and Goal Setting Theory as guiding perspectives, the study examined how internal resources and strategic direction contribute to sustaining business performance in the region's recovering tourism industry.

Research Participants

The study involved 200 managers and supervisors from resorts located in Davao Oriental, Davao del Norte, and Davao de Oro. These individuals were selected through purposive sampling because of their direct roles in shaping and implementing marketing strategies and organizational culture within their respective resorts. This sampling approach follows the guidance of Etikan, Musa, and Alkassim (2016), ensuring that the respondents possessed the appropriate knowledge and experience needed to provide meaningful insights.

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Participants completed structured survey questionnaires designed to assess organizational performance, organizational culture, and marketing strategy. The sample size was determined based on the recommendations of Kothari (2019) for business-related research, supporting the reliability and generalizability of the findings to the broader resort sector in the region. Although the participants were not considered a vulnerable population, they were assured of confidentiality and informed of their right to withdraw from the study at any time to protect their privacy and address any concerns related to sharing organizational information.

Research Instrument

This study used three structured and adapted survey questionnaires to measure the main variables: marketing strategy, organizational culture, and organizational performance. Each instrument was carefully chosen and modified from established sources to ensure that the tools were valid, reliable, and suitable for the resort industry context. The marketing strategy questionnaire, originally developed by Mendaña and Apritado (2021), focused on key components such as product, price, place, and promotion. Its items were grounded in concepts widely applied in hotel and tourism studies. Before full deployment, a pilot test was conducted to check clarity, improve item interpretation, and ensure consistent responses.

The organizational performance tool was adapted from the work of Cheng and Choy (2013), drawing from literature on corporate performance and quality management. It measured financial, marketing, and operational performance using the models of Escrig-Tena (2003). This instrument demonstrated strong reliability, with Cronbach's alpha values exceeding the 0.70 standard suggested by Nunnally (1978) and factor loadings above the recommended threshold of 0.50. To assess organizational culture, the study employed a modified version of Cameron and Quinn's (2016) Organizational Culture Assessment Instrument (OCAI). The OCAI is well established in the social sciences and consistently shows Cronbach's alpha values above 0.70, reflecting solid internal consistency across dimensions such as leadership, people management, and strategic focus.

Taken together, the use of these validated and reliable instruments ensured that the data collected aligned with the theoretical foundations of the study and were sufficient to address the research objectives.

Data Gathering Procedure

Before the commencement of data collection, the researcher secured the required approvals from the University Ethics Committee and the Graduate School Dean to ensure that all ethical standards were followed. Formal request letters explaining the purpose of the study were then sent to selected resorts in the Davao Region to obtain permission to conduct the research.

The researcher, together with trained enumerators, personally visited the identified resorts to meet with managers and supervisors. During these visits, the study's objectives were explained, and each participant was provided with an informed consent form (ICF). The form described the nature of the study, the voluntary nature of participation, possible risks, confidentiality measures, and the option to withdraw at any point without consequences. Participants were given enough time to read the form and ask questions before deciding to participate.

Once consent was granted, the survey questionnaires were administered. To make the process convenient and non-disruptive, data collection took place during office hours in designated resort areas. Respondents were allowed ample time to complete the forms. Follow-up visits were made to retrieve completed questionnaires and address any concerns raised by participants. To protect privacy and comply with the Data Privacy Act of 2012, no unnecessary personal information was collected, and all responses were kept confidential. Hard copies of data were stored securely in locked cabinets, while digital files were placed in password-protected folders accessible only to the research team. The data will be retained for five years before being permanently deleted.

The study aimed to gather responses from 200 participants, ensuring an adequate sample for statistical analysis. Potential issues such as confidentiality worries, survey fatigue, or hesitation to share information were addressed by reassuring participants of anonymity, voluntary participation, and their freedom to skip any items they preferred not to answer. The data collection was completed over one month.

Ethical Considerations

The study strictly followed established ethical standards by submitting its research protocol to the UIC Research Ethics Committee (UIC-REC) for review and approval, which was confirmed through the assigned Protocol Code: GS-FB-01-25-0175. The committee evaluated the study to ensure that it met the ten core ethical principles, including social value, informed consent, vulnerability considerations, risk-benefit analysis, privacy and confidentiality, justice, transparency, researcher qualifications, adequacy of facilities, and community engagement.

To ensure the study was carried out responsibly, the researcher, who holds a Master's degree, relied on training and research skills gained from various seminars and workshops organized by academic institutions at both local and national levels. This background, along with the guidance of her adviser and panel members who are experienced in both quantitative and qualitative research, strengthened the study's credibility and academic rigor. Institutional resources such as the UIC Library and other facilities also played an important role in supporting the research process and ensuring its successful completion.

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3. RESULTS AND DISCUSSION

The results for the status of marketing strategy among resorts in the Davao Region are shown in Table 1. The overall mean score of 4.18 indicates a high level of implementation. Among the four dimensions, "place" obtained the highest mean of 4.36, interpreted as very high, while "promotion" received the lowest mean at 3.98. These findings suggest that resorts are performing well across all marketing components, product, price, place, and promotion, demonstrating effective and consistent marketing practices.

These outcomes align with the observations of Olivar et al. (2022) and Nguyen and Hoang (2022), who emphasized that while marketing strategies provide a competitive advantage, achieving extremely high levels requires advanced, data-informed, and customer-centered approaches. The very high score of "place" also highlights the value guests place on safety, accessibility, and cleanliness. This supports the work of Liu et al. (2020), who pointed out the importance of physical environment and visual appeal in strengthening customer engagement and satisfaction.

Table 1
Status of Marketing Strategy in Davao Region Resorts

Latent Variables / Observed Variables	Standard Deviation	Mean	Descriptive Level
Product	0.49	4.18	High
Price	0.53	4.19	High
Place	0.54	4.36	Very High
Promotion	0.59	3.98	High
Overall Mean and SD	**0.39**	**4.18**	**High**

Table 2 presents the results for organizational culture, which registered an overall mean of 4.23, interpreted as very high. The highest mean was recorded for organizational guide (4.32), while dominant characteristics received the lowest mean (4.14), though still within a high range. These results portray a positive and supportive organizational climate characterized by teamwork, shared goals, and leadership that encourages growth and stability. This finding is consistent with the conclusions of Tejayadi et al. (2019) and Rusmiati et al. (2023), who noted that strong cultures contribute significantly to employee satisfaction and improved performance.

However, the slightly lower ratings for dominant characteristics and leadership suggest that, while the culture is generally strong, there may be inconsistencies in everyday leadership behavior and cultural reinforcement. This observation is supported by Llave and Ylaggan (2025) and Pawirosumarto et al. (2017), who found that organizational values and leadership practices may not always be uniformly applied, which can limit their potential impact.

Table 2
Status of Organizational Culture in Davao Region Resorts

Latent Variables / Observed Variables	Standard Deviation	Mean	Descriptive Level
Dominant Characteristics	0.56	4.14	High
Organizational Leadership	0.59	4.15	High
Management of Employees	0.55	4.30	Very High
Organization Guide	0.57	4.32	Very High
Strategic Emphases	0.60	4.22	Very High
Criteria of Success	0.55	4.23	Very High
Overall Mean and SD	**0.47**	**4.23**	**Very High**

Presented in Table 3 is the status of organizational performance, which generated an overall mean of 4.28, interpreted as very high. Marketing performance posted the highest mean (4.39), while employee performance, although the lowest at 4.19, remained high. These findings indicate that resorts demonstrate strong execution across financial, marketing, operational, and employee performance dimensions. The data reflect a well-coordinated and goal-driven environment where service quality, safety, operational efficiency, and employee morale are actively monitored and improved. This aligns with the insights of Mutendera and Simba (2019) and Rodriguez and Fierro (2018), who highlighted that strategic alignment and adaptive

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management practices lead to strong performance in resort settings.

Although employee performance was the lowest-rated dimension, it still reflects a favorable assessment of staff productivity, supported by retention strategies, training initiatives, and employee welfare systems. This finding supports the work of Tiangco et al. (2018), who emphasized that empowerment, participation, and efficient processes are critical in enhancing job performance in resorts.

Table 3
Status of Organizational Performance in Davao Region Resorts

Latent Variables / Observed Variables	Standard Deviation	Mean	Descriptive Level
Financial Performance	0.58	4.30	Very High
Marketing Performance	0.50	4.39	Very High
Employees Performance	0.58	4.19	High
Operational Performance	0.55	4.25	Very High
Overall Mean and SD	**0.47**	**4.28**	**Very High**

Table 4 shows the correlation analysis, which revealed that both marketing strategies ($r = .661$, $p < .05$) and organizational culture ($r = .783$, $p < .05$) are significantly associated with organizational performance. These strong positive correlations suggest that resorts with more effective marketing systems and stronger organizational cultures tend to achieve higher levels of performance. In simpler terms, when resorts improve their marketing and strengthen their internal culture, notable improvements in overall performance follow. Given these significant relationships, regression analysis was conducted.

Table 4
Correlation Analysis of the Variables

Pair	Variable	Correlation Coefficient	p-value	Decision on H_o
IV1 and DV	Marketing Strategies and Organizational Performance	.661**	.000	Reject
IV2 and DV	Organizational Culture and Organizational Performance	.783**	.000	Reject

****Significant at 0.05 level*

The regression results, shown in Table 5, indicate that the combined influence of marketing strategies and organizational culture explains 63.2% of the variation in organizational performance ($R^2 = .632$). This suggests that while both variables are important contributors, other factors—representing the remaining 36.8%—may also influence performance. Individually, both variables significantly predicted performance ($p < .05$), with beta coefficients of .240 for marketing strategy and .634 for organizational culture. The F-value of 168.922 further confirms the statistical significance of the model.

These results support the findings of Ramadhanty et al. (2024), who noted that strong marketing initiatives enhance resort performance through increased visibility and bookings. Similarly, Kiziloglu (2022) found that a well-developed organizational culture drives performance by supporting internal processes and shaping employee behavior. In this study, organizational culture had the stronger predictive value, suggesting that for resorts in the Davao Region, cultivating a cohesive and supportive culture may have a greater long-term impact on performance than marketing alone.

Table 5
Regression Analysis of the Identified Variables

Independent Variables	B	P	T	Interpretation
Marketing Strategies	.240	.002	3.191	Significant, Reject Ho
Organizational Culture	.634	.000	10.191	Significant, Reject Ho
r2 = .632 p = .000 F = 168.922				

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4. CONCLUSION

In summary, the findings of this quantitative research yielded significant insights into the current status and influence of marketing strategy and organizational culture on the organizational performance of resorts in the Davao Region. Results show that marketing strategies are generally well practiced, with resorts effectively applying product, pricing, accessibility, and promotional approaches that help attract guests, strengthen brand presence, and support revenue growth.

Organizational culture was rated very highly, indicating that managers and supervisors perceive a strong, cohesive work environment supported by teamwork, clear leadership, shared values, and practices that encourage consistency and employee engagement. This positive culture contributes to reliable service delivery and operational effectiveness.

Organizational performance also received very high ratings across financial, operational, marketing, and employee-related indicators, suggesting that resorts are functioning efficiently and are aligned with their organizational goals. The correlation analysis confirmed that both marketing strategy and organizational culture have strong positive relationships with performance. Regression results further demonstrated that these two variables significantly influence organizational performance, with organizational culture emerging as the stronger predictor. The R^2 value of 0.632 indicates that together, marketing strategy and organizational culture account for a substantial portion of the variation in performance outcomes.

These findings underscore that while strong marketing practices are important for visibility and customer engagement, a well-established organizational culture plays a more influential role in achieving sustained performance. A supportive culture enhances employee morale, service consistency, and overall operational quality, contributing to long-term success in the resort industry.

5. RECOMMENDATION

Based on the study's results and conclusions, the following recommendations are put forth.

Although the marketing strategy received a high overall rating, the promotion component showed the lowest mean, indicating a need for improvement in customer engagement initiatives. To strengthen this area, resort managers and supervisors may consider enhancing interactive promotional activities, loyalty programs, and personalized marketing efforts. Expanding digital marketing, improving social media presence, and implementing targeted online campaigns can also help increase customer retention and brand visibility.

Meanwhile, organizational culture was rated very high across all indicators, yet employee engagement reflected the lowest mean within the category. To further enrich workplace culture, management may introduce structured training programs, employee recognition systems, and leadership development activities. Offering clearer career pathways, performance-based incentives, and a supportive work environment can contribute to higher employee satisfaction and sustained organizational commitment.

In terms of organizational performance, it had also received very high ratings. Given that organizational culture exerted a stronger influence on performance compared to marketing strategy, management is encouraged to continue nurturing a strong, cohesive workplace culture while aligning it with strategic marketing efforts to provide a seamless customer experience.

Given the significant combined influence of marketing strategy and organizational culture on organizational performance, future research may explore other variables that were not included in this study but may also contribute to organizational performance, such as technology adoption, customer satisfaction, and external economic conditions. Expanding the study to other segments of the hospitality industry could also provide a broader understanding of effective and sustainable management practices.

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