

BEYOND the Brochure: The Measurable Influence of Marketing Strategy and Organizational Culture on Organizational Performance of Davao Region RESORTS

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ABSTRACT

This quantitative study explored the influence of marketing strategy and organizational culture on the organizational performance of resorts in the Davao Region. Using a descriptive-correlational design, data were collected from 200 resort managers and supervisors via standardized survey questionnaires. The study focused on 3 main constructs: marketing strategy, organizational culture, and organizational performance, with each assessed through validated indicators aligned with industry standards. Findings revealed that both marketing strategy and organizational culture were positively perceived by resort leaders, with particular strengths identified in location accessibility and organizational guidance. Organizational performance, encompassing financial, marketing, employee, and operational dimensions, was also rated favorably. Correlational analysis indicated significant positive relationships between the independent variables and organizational performance. Moreover, regression results confirmed that both marketing strategy and organizational culture contribute meaningfully to performance outcomes, with organizational culture demonstrating a more substantial effect. The study highlights the importance of cultivating strong internal strategies to drive performance in the resort sector. It recommends that resort managers invest in both effective marketing approaches and a supportive organizational culture to sustain growth, improve service quality, and enhance overall competitiveness in the tourism industry.

KEYWORDS: *Business Management, marketing strategy, organizational culture, organizational performance, Philippines.*

INTRODUCTION

Organizational performance has become a critical concern, particularly in the resort sector, in today's fast-paced, highly competitive business environment (Baum, 2020; Hai, 2020). Globally, organizations face challenges in navigating cultural differences that complicate training needs, transfer of learning, and collaboration, especially when relying on rigid, one-size-fits-all approaches that overlook diverse cultural contexts (Hopkins, 2016). Moreover, many organizations struggle to integrate cohesive strategies that align advertising, customer retention, globalization demands, and performance evaluation, resulting in fragmented efforts that hinder long-term competitiveness and sustainable growth (Abiodun & Kolade, 2020). Hopkins (2016) and Abiodun and Kolade (2020) noted that many challenges in the Philippine resort industry, such as the need to develop marketing strategies that incorporate local nuances and meet global market demands, impede long-term growth and organizational performance.

Organizational performance is vital because it reflects how effectively a company meets its goals, driving growth, sustainability, and a positive impact on stakeholders, while boosting profitability, operational efficiency, and customer satisfaction, which together help secure a competitive advantage (Stoffers et al., 2021; Ahmed et al., 2023). In industries such as hospitality and resorts, high-performing companies drive local economic development by creating jobs, supporting allied sectors, and adopting sustainable practices that address environmental challenges (Olivar et al., 2022). Further, Akpa et al. (2021) argue that organizational performance is essential, as it reveals how well an organization meets its goals, manages resources, and sustains growth, while highlighting strengths and weaknesses that inform strategies to improve efficiency, decision-making, and competitiveness, ultimately guiding long-term success and sustainability.

Several studies have demonstrated a noteworthy connection among marketing strategy, organizational culture, and organizational performance. A study by Azhar et al. (2019) emphasizes that the marketing mix significantly relates to organizational performance as it optimizes key elements such as product, price, place, promotion, people, process, and physical evidence that directly influence tourist satisfaction, driving repeat visits, positive word-of-mouth, and increased revenue for tourism destinations. Another study highlights that promotional mix strategies such as advertising, sales promotions,

and direct marketing are directly linked to improved organizational performance by influencing consumer behavior and enhancing market presence (Abdeta & Zewdie, 2021). On the other hand, Nikpour (2017) found that organizational culture positively impacts organizational performance directly and indirectly, with the indirect effect, mediated by employee commitment, being stronger. This finding highlights the critical role of cultivating a robust organizational culture, which can significantly influence aspects of organizational performance, including innovation, employee satisfaction, and operational efficiency (Akpa et al., 2021). Also, Aboramadan's (2019) work highlights how organizational culture shapes employee behavior and productivity, thereby contributing to overall performance. Similarly, a study by Stauffer and Maxwell (2020) found that strong organizational cultures are associated with higher performance, as they create a consistent environment in which employees align with organizational goals, fostering greater commitment and efficiency.

While numerous studies have examined the relationship between marketing strategy and organizational culture across sectors, there is limited focus on the unique tourism context of the Davao Region, particularly in resorts, where specific cultural and market dynamics have not been adequately explored (Ntalakos et al., 2022). Also, prior studies overlook the unique challenges in the hospitality sector, such as cultural adaptation and strategic alignment in marketing practices.

The research findings and outcomes of this study will be disseminated at local and international forums for researchers and academics. This aims to contribute to theory and practice by identifying culturally responsive marketing strategies that enhance resort performance, promoting sustainable tourism development in regional communities, and supporting evidence-based management practices in the resort industry. Beyond academic contribution, this study holds strong social relevance by supporting local employment, sustainability, and cultural promotion, while fostering community development, stakeholder collaboration, and inclusive growth in tourism-driven areas.

The researcher will share the findings with resort managers and owners through collaborative forums, public presentations, industry conferences, academic journals, and online platforms. Finally, copies of this research will be submitted to the University of Immaculate Conception Library, adding to the existing knowledge in hospitality management and organizational behavior, and serving as a foundation for future research and academic work.

Statement of the Problem

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

METHODOLOGY

Research Design. This study investigated the relationship between organizational performance in the resort business of the Davao Region and marketing strategy and organizational culture using a descriptive-correlational quantitative research method. This design was selected to obtain objective, generally applicable results using numerical data for statistical measurement and correlation analysis between the variables. Established frameworks facilitated the selection of key indicators, including financial performance, marketing performance, personnel performance, and operational performance, thereby simplifying the evaluation of the dependent variable, organizational performance (Kaplan & Norton, 2016; Hair et al., 2019). Survey tools specifically developed to assess various dimensions of resort operations were employed to evaluate the independent variables, namely marketing strategy and organizational culture.

Furthermore, the degree and direction of the interactions between the dependent and independent variables were also determined using regression analysis. Using a statistical method, the researchers identified which elements of organizational performance, marketing strategy, and organizational culture most significantly affect one another. By applying a quantitative research design, this study provides measurable insights that direct managerial decisions and strategic planning in the resort industry.

Research Locale. This research was carried out in the Davao Region of Southern Philippines, a known active tourism destination. It focused primarily on resorts in the provinces of Davao Oriental, Davao del Norte, and Davao de Oro, with vibrant, diverse resorts. Important travel destinations include Davao Oriental, which boasts attractions such as Dahican Beach in Mati City, and Davao del Norte, particularly the Island Garden City of Samal. Davao de Oro is

likewise becoming a major travel destination, thanks to its lovely resorts.

These places were selected based on their active post-pandemic recovery and their vital need for organizational culture and marketing strategies to enhance resort performance. Using the Resource-Based View (RBV) and Goal Setting Theory to examine these dynamics offers a perceptive study of how to keep business performance in the area as the tourism industry recovers.

Research Participants. The study included 200 managers and supervisors from Davao Oriental, Davao del Norte, and Davao de Oro. Selected through purposive sampling, the respondents were chosen for their direct participation in shaping and implementing organizational culture and marketing strategies within their respective resorts. This strategy aligns with the guaranteed involvement of people with the knowledge required to offer significant observations (Etikan, Musa, & Alkassim, 2016).

These respondents answered the organized survey forms evaluating organizational performance, organizational culture, and marketing strategy. The sample size met Kothari's (2019) guidelines for business research, thereby supporting the generalizability and dependability of the results across the resort industry in the region. Although not considered a vulnerable population, respondents were assured of confidentiality and the freedom to withdraw at any time, thereby addressing potential concerns about the dissemination of private organizational information.

Research Instrument. This study used three structured, modified survey questionnaires to collect data on key variables: marketing strategy, organizational culture, and organizational performance. Each instrument was carefully selected and adapted from established sources to ensure validity, reliability, and relevance to the resort industry context. Designed by Mendaña and Apritado (2021), the marketing strategy questionnaire emphasizes the key elements of product, pricing, place, and promotion. Its content is derived from verified concepts employed in hotel and tourism-related research. A pilot test was conducted to ensure clarity, enhance item interpretation, and ensure consistent replies before the main deployment.

Designed by Cheng and Choy (2013), the organizational performance instrument draws on the corporate performance and quality management literature. This instrument evaluated marketing, financial, and operational

performance by applying Escrig-Tena's 2003 models. The instrument showed high internal dependability, with Cronbach's alpha values above the 0.70 threshold recommended by Nunnally (1978) and factor loadings exceeding the realistic level of 0.50. Researchers assessed the organizational culture element using a modified version of Cameron and Quinn's (2016) Organizational Culture Assessment Instrument (OCAI). Usually exceeding 0.70 in the social sciences, Cronbach's alpha values reflect significant elements of culture, including leadership, people management, and strategic emphasis, and are well known for their excellent internal consistency. All things considered, the use of these trustworthy instruments confirmed that the obtained data matched the theoretical underpinnings of the research and satisfied the research aims.

Data Gathering Procedure. To ensure all ethical requirements were met, the researcher obtained approvals from the University Ethics Committee and the Graduate School Dean before beginning data collection. After that, formal letters outlining the study's purpose and requesting authorization to conduct research at several resort locations in the Davao Region were sent to several establishments.

After that, the researcher personally visited the assigned resorts, accompanied by trained enumerators, to interact with managers and supervisors. During these visits, the researcher explained the project and completed an informed consent form (ICF) for each participant. This form fully detailed the objectives of the research, the voluntary character of participation, possible hazards, confidentiality protections, and the freedom to stop participation at any moment without consequences. Respondents were given ample opportunity to read, understand, and ask questions about the consent form before deciding whether to participate.

Upon securing consent, survey questionnaires were administered to managers and supervisors. To promote a comfortable and non-intrusive environment, data collection was conducted during office hours in designated areas within the resorts. Respondents were given sufficient time to complete the survey at their own pace. Additional follow-up visits were conducted to collect completed questionnaires and address any issues or concerns raised by participants. No personally identifiable information was collected that was not directly related to the research, and safeguards were in place to safeguard respondents' privacy and comply with the Data Privacy Act of 2012. Also, only the research team had access to the collected data. Hard copies were kept in locked storage; digital files were housed in password-protected folders. The

material will be kept for five years and then safely deleted. Respondents were also advised that their data would not be used in future research projects unless they provided fresh, informed consent.

The study's quantitative procedure aimed to collect data from 200 respondents to ensure a sufficient sample for analysis. Possible concerns such as confidentiality, survey fatigue, or hesitation in sharing information were addressed by assuring respondents of their anonymity, the voluntary nature of the study, and their freedom to skip any questions they were not comfortable answering. Overall, the data collection process lasted one month.

Ethical Considerations. This study adhered to ethical research standards by submitting the research protocol for review and approval by the UIC Research Ethics Committee (UIC-REC), as denoted by the allocated Protocol Code: GS-FB-01-25-0175. The research was subjected to a comprehensive ethical review to ensure adherence to the ten fundamental ethical principles: social value, informed consent, vulnerability considerations, risk-benefit analysis, privacy and confidentiality, justice, transparency, researcher qualifications, adequacy of facilities, and community engagement.

RESULTS AND DISCUSSION

Marketing Strategy in Davao Region Resorts

The status of resorts' marketing strategies in the Davao Region is presented in Table 1. The findings reveal an overall mean of 4.18, which is described as high. Among its components, the place strategy had the highest mean of 4.36, indicating a very high level. Meanwhile, the promotion strategy recorded the lowest mean of 3.98. These findings suggest that marketing strategies are effectively implemented and are generally well received by guests across product, place, price, and promotion.

Table 1
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

This aligns with the studies of Olivar et al. (2022) and Nguyen and Hoang (2022), who noted that while marketing efforts offer a competitive edge, achieving a very high level requires more refined, data-driven, and customer-focused strategies. Among the indicators, “place” received a very high rating, highlighting the resorts’ accessibility, cleanliness, and safety, which enhance their overall appeal. This aligns with Liu et al. (2020), who emphasized the importance of physical environment and visual branding in improving guest engagement and satisfaction.

Status of Organizational Culture in Davao Region Resorts

The data presented in Table 2 is the status of organizational culture with an overall mean of 4.23 (very high), interpreted as highly favorable. Among its core elements, the organizational guide scored highest at 4.32, also classified as very high, while dominant characteristics scored lowest at 4.14. These findings reflect a strong, positive environment as perceived by managers and supervisors. It suggests that employees experience teamwork, trust, and shared goals, with leadership that is both supportive and nurturing, fostering innovation and stability. This supports the findings of Tejayadi et al. (2019) and Rusmiati et al. (2023), who link strong organizational culture with employee satisfaction and performance.

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

However, the slightly lower ratings for dominant characteristics and leadership indicate that, while the foundation is solid, there is room to enhance day-to-day culture and leadership consistency. This aligns with Llave and Ylaggan (2025) and Pawirosumarto et al. (2017), who noted that strong values and leadership traits may not always be consistently applied, which can limit their full impact.

Status of Organizational Performance in Davao Region Resorts

Presented in Table 3 is the status of organizational performance, which achieved an overall mean of 4.28 (very high). Marketing performance emerged as the strongest indicator with a mean of 4.39, whereas employee performance, though the lowest at 4.19, still received a high rating. The results indicate strong alignment and effectiveness across financial, marketing, operations, and employee performance. This suggests that key aspects such as income, employee morale, service delivery, and safety are not only monitored but also actively optimized. The results reflect a well-structured, goal-oriented environment that prioritizes both quality and efficiency. These findings align with Mutendera and Simba (2019) and Rodriguez and Fierro (2018), who emphasized the role of strategic alignment and adaptive management in driving high 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

Meanwhile, employee performance was rated high, indicating a fairly favorable rating. This implies that staff are generally productive and supported by systems focused on retention, training, and well-being. This is consistent with Tiangco et al. (2018), who found that empowerment, involvement, and streamlined processes play a key role in enhancing job performance in the resort sector.

Correlation Analysis of the Variables

The data presented in Table 4 indicate that both marketing strategies and organizational culture have significant correlations with organizational performance, with ($r = 0.661, p < 0.05$) and ($r = 0.783, p < 0.05$), respectively. The correlation analysis revealed a strong positive relationship among marketing strategies, organizational culture, and organizational performance, indicating that resorts that invest more intentionally in marketing strategies and cultivate a strong organizational culture tend to achieve greater success. Simply put, when resorts sharpen their marketing strategies and strengthen their internal values and practices, they see tangible gains in their overall performance. These significant relationships warrant the regression analysis.

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

Regression Analysis of the Identified Variables

The regression analysis is presented in Table 5. The regression model, with an R2 of 0.632, indicates that the combined influence of marketing strategy and organizational culture accounts for 63.2 percent of the variation in organizational performance. Hence, the remaining 36.8 percent suggests that other factors may also contribute to organizational performance, not included in the study. The result further indicates that the independent variables, marketing strategies, and organizational culture, significantly influence organizational performance on their singular capacity ($p < 0.05$). With beta coefficients of 0.240 for marketing strategy and 0.634 for organizational culture. The high f-value of 168.922 confirms the model’s statistical significance ($p < 0.05$).

Table 5
Regression Analysis of the Identified Variables

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

These findings align with those of Ramadhanty et al. (2024), who highlighted that effective marketing strategies boost resort performance by increasing bookings and brand visibility. Similarly, Kiziloglu (2022) emphasized that organizational culture, when aligned with internal processes, actively drives performance outcomes. However, this study’s beta coefficients reveal that organizational culture exerts a stronger influence on organizational performance than marketing. Thus, for resorts in the Davao Region, cultivating a strong, cohesive culture should be a strategic focus, as it not only supports operations but also shapes employee behavior and sustains long-term success.

Future studies may explore additional factors that could further enhance organizational performance, such as technological advancements, customer preferences, and economic conditions. Expanding the research to include other sectors of the hospitality industry may yield broader insights into sustainable business practices.

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