

ORGANIZATIONAL Resilience, Management Practices, and Organizational Performance of Multi-Purpose Cooperatives in SOCCSKSARGEN Region: An Explanatory Sequential APPROACH

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ABSTRACT

Multi-purpose cooperatives in the Philippines experience slow development and frequent failure despite their recognized socio-economic importance. This study examines how organizational resilience and management practices shape the performance of multi-purpose cooperatives in the SOCCSKSARGEN Region. An explanatory sequential mixed-methods design was employed in this study. A survey of 307 cooperative leaders measured four domains of performance (sound business practices; member participation; apex support; economic environment), two dimensions of resilience (planned; adaptive), and four functions of management (planning; organizing; leading; controlling). Furthermore, in-depth interviews and a focus group were conducted to explore cooperative leaders' experiences regarding how organizational resilience and management practices influenced their cooperatives' performance. Overall, the findings highlight that both organizational resilience and robust management practices are critical for cooperative excellence. It was recommended that cooperatives conduct benchmarking and capacity-building targeted at resilience planning, governance, and technology adoption, especially for small and micro-cooperatives, in partnership with the Cooperative Development Authority and relevant training institutions.

KEYWORDS: *Cooperatives, organizational resilience, management practices, SOCCSKSARGEN Region, Philippines*

INTRODUCTION

Cooperatives are crucial to the socio-economic development of communities by offering essential services, creating jobs, and supporting small-scale farmers and businesses. Despite their importance, cooperatives face

numerous challenges affecting their organizational performance. In some countries worldwide, cooperatives were recognized as a means to alleviate poverty (Chinele, 2022). Despite all the support, many cooperatives still fail to survive. The reasons behind those failures remain unclear; however, Mondal (2013) identified that internal issues, particularly cooperative management, contributed to the cooperative movement's failure.

As a developing country, the Philippines is no exception to this phenomenon. Furthermore, CDA published a list of 1,461 delisted cooperatives in 2021. In the SOCCSKSARGEN Region, Capa (2022) noted that numerous cooperatives are facing challenges in maintaining their operations. Despite their long existence, most fall into smaller categories, such as micro and small.

Some studies investigated the relationship between organizational resilience, management practices, and organizational performance. Organizational resilience has been proven to significantly contribute to organizational performance, particularly in financial aspects (Suryaningtyas et al., 2019). Organizational resilience has also been found to positively impact the performance of organizations in Saudi Arabia's banking sector (Alharthy et al., 2018). On the other hand, results from Munizu's (2013) study in Indonesia indicated a positive relationship between management practices and organizational performance in the country's fishing industry. Additionally, a study by Cheng and Choy (2013) involving the world's two major maritime associations highlighted that quality management practices are linked to improved organizational performance in the shipping industry.

Studies have examined organizational resilience, management practices, and organizational performance across industries worldwide. However, in the Philippines, particularly in the cooperative sector, only a limited number of studies were found. Nonetheless, Jumawan's (2022) study on cooperative performance and sustainability in the cities of Dapitan and Dipolog proposes replicating similar research in other areas to strengthen cooperative operations. This study investigated whether the underperformance and slow growth observed in many cooperatives within the SOCCSKSARGEN Region, as mentioned by Capa (2022), the failure of some cooperatives, as reported by CDA, can be attributed to organizational resilience and management practices. This study was conducted to assist cooperatives in determining factors that would help them enhance their business operations.

Statement of the Problem

1. What is the level of organizational performance, organizational resilience, and management practices among multi-purpose cooperatives?
2. Is the influence of organizational resilience and management practices on the organizational performance of multi-purpose cooperatives in the SOCCSKSARGEN Region significant?
3. What are the viewpoints of the participants on the issues that surfaced in the quantitative results that need an explanation?
4. How do qualitative results explain the quantitative results?

METHODS

Research Design. The study employed an explanatory sequential mixed-methods design, beginning with a descriptive-correlational quantitative phase to examine the influence of organizational resilience and management practices on organizational performance through multiple regression analysis, followed by a phenomenological qualitative phase using in-depth interviews (IDIs) and focus group discussions (FGDs) to explain the quantitative findings.

Research Locale. The research was conducted in the SOCCSKSARGEN Region (Region XII), covering General Santos City and the provinces of South Cotabato, North Cotabato, Sultan Kudarat, and Sarangani, where 255 compliant multi-purpose cooperatives were registered by the CDA as of December 31, 2023.

Research Respondents. The quantitative phase involved 307 Board Directors and Managers from 32 multi-purpose cooperatives, selected through simple random sampling, while the qualitative phase included 10 IDI participants and 6 FGD participants, purposively selected from the quantitative respondents based on extreme survey ratings.

Research Instruments. The quantitative instrument was an adapted 5-point Likert-scale questionnaire measuring organizational performance, organizational resilience, and management practices, with excellent reliability (Cronbach's $\alpha = 0.957$). The qualitative phase used researcher-developed interview guides based on the quantitative results.

Data Gathering Procedure. Data collection was conducted sequentially following ethics approval and institutional permission. Survey respondents completed informed consent forms, and confidentiality was ensured through sealed questionnaires. Qualitative interviews and discussions were recorded with permission, transcribed, translated, and anonymized. Moreover, quantitative data were analyzed using means, standard deviations, Pearson correlations, and multiple regression, while qualitative data underwent thematic analysis. During integration, qualitative findings were used to explain, validate, or contrast the quantitative results.

Ethics Considerations. Research rigor was ensured through credibility, transferability, dependability, and confirmability, while ethical standards were upheld through approval from the UIC Research Ethics Committee, strict data privacy measures, and adherence to institutional research protocols.

RESULTS

Level of Organizational Performance,
Organizational Resilience and Management
Practices of Multi-Purpose Cooperatives

The levels of organizational performance, organizational resilience, and management practices among multi-purpose cooperatives in the SOCCSKSARGEN Region. The findings indicate that the overall mean scores for organizational performance, organizational resilience, and management practices are 4.24, 4.03, and 4.29, respectively.

Table 1
Level of Organizational Performance, Organizational Resilience and Management Practices of Multi-Purpose Cooperatives in SOCCSKSARGEN Region.

<i>Variables and their Indicators</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Descriptions</i>
Organizational Performance	4.24	0.45	Very High
Organizational Resilience	4.03	0.65	High
Management Practices	4.29	0.59	Very High

Regression Analysis on the Identified Variables

Table 2
Regression Analysis on the Identified Variables

<i>Influencers</i>	<i>Standardized Coefficient B</i>	<i>p-value</i>	<i>t</i>	<i>Interpretations</i>
Organizational resilience	0.21	0.00	6.32	Significant
Management practices	0.40	0.00	10.71	Significant

$r^2 = .607$
 $F = 239.23$
 $p\text{-value} = .00$

As shown in Table 3, the vital details for forecasting organizational performance are as follows: Notably, organizational resilience and management practices could significantly influence organizational performance ($p < .05$). The beta coefficient for organizational resilience is 0.21, signifying that a one-unit increase in organizational resilience results in a 0.21 increase in organizational performance. Similarly, management practices show a beta coefficient of 0.40, indicating that a one-unit increase in management practices leads to a 0.40 increase in organizational performance.

The R2 value in this result is 0.607,, indicating that 60.7% of the variation in organizational performance can be explained by the independent variables under study, assuming all other factors remain constant. Moreover, the Analysis of Variance (ANOVA) results highlight key metrics, including the F-ratio and its associated significance level. With an F value of 239.23 and a significance level of $p < .001$, the findings demonstrate that the regression model effectively influences the dependent variable and represents a strong fit for the data.

Data Integration of Salient Quantitative and Qualitative Findings

The quantitative findings indicate that the overall mean scores for organizational performance, organizational resilience, and management practices are very high, high, and very high, respectively. These quantitative findings are affirmed by the participants in the qualitative strand, as reflected in their sharing, which indicates high to very high levels of organizational performance, organizational resilience, and management practices within their

respective cooperatives. The reasons behind their perspectives are reflected in the qualitative findings. Therefore, the nature of integration is characterized as connecting confirmation.

Few participants partially confirmed the quantitative result on the level of organizational performance because they have a limited market due to their defined membership admission policies. The other participant used another rating scale to rate their performance, which is different from those implemented in this study. Thus, the nature of integration is connecting expansion.

However, some participants disconfirmed stating that their cooperatives face challenges due to leadership, communication gaps, inefficiency, mismanagement, and lack of preparedness. The reasons for their disconfirmation are also stated in the qualitative findings. Thus, the nature of integration is connecting discordance.

Significant Influencers of Organizational Performance. The result of the multiple regression analysis shows that organizational resilience and management practices are significant influencers of organizational performance ($p < .05$). The participants in the qualitative strand unanimously confirmed that organizational resilience and management practices are significant influencers of organizational performance. Thus, the nature of integration is connecting confirmation.

Management Practices as Best Influencer of Organizational Performance. The statistical data show that management practices have a higher beta coefficient of .40 compared to organizational resilience of .21; management practices is the best influencer of organizational performance. The qualitative strand participants agreed that management practices are the best influencer of organizational performance. Therefore, the nature of integration is classified as connecting confirmation.

Other influencers of Organizational Performance. The combination of organizational resilience and management practices influence organizational performance with an R^2 value of .607 (60.7%), suggesting that the remaining 39.3% may be attributed to other factors not included in the study, as shown in

Table 3. The participants identified two factors that could influence organizational performance. These are technological readiness, dedication, and Commitment as other vital influencers of Organizational Performance, as shown in Table 6. Therefore, the nature of integration is connecting confirmation.

Table 3
Joint Display of Quantitative and Qualitative Results

Research Area	Quantitative Results	Qualitative Results	Nature of Integration
Level of Organizational Resilience, Management Practices, and Organizational Performance	Organizational resilience, management practices and organizational performance obtained overall mean scores of 4.24 (very high), 4.03 (high) and 4.29 (high), respectively (Table 2).	The participants confirmed the very high level of MP and OP, as well as the high level of OR among MultiPurpose Cooperatives in the SOCSKSARGEN Region.	Connecting (confirmation)
		Reasons for their confirmation are disclosed from the qualitative standpoints in Table 5.	
		Some noted limited growth and market reach due to a small membership base; performance rated 7/10. Reasons for their partial confirmation are outlined in the qualitative standpoints shown in Table 5.	Connecting (expansion)
		Some participants shared that their cooperatives are facing challenges due to leadership and communication gaps, inefficiency, mismanagement, and a lack of preparedness.	Connecting (discordance)

		Reasons for their disconfirmation are presented from the qualitative standpoints in Table 5.	
Significant Influencers of Organizational Performance	The regression analysis shows that OR and MP are significant influencers of OP ($p<.05$). (See Table 3)	The participants unanimously confirmed that OR and MP are significant influencers of OP (Table 6)	Connecting (confirmation)
Management Practices as Best Influencer of Organizational Performance	With a higher beta coefficient of .40, MP is the best influencer of OP (Table 3).	The participants expressed that MP is the best influencer of OP. (Table 6)	Connecting (confirmation)
Other influencers of Organizational Performance (39.3%)	The combination of OR and MP influence OP with an R^2 value of .607 (60.7%), suggesting that the remaining 39.3% may be attributed to other factors not included in the study (Table 3).	The participants identified Technological Readiness as well as Dedication and Commitment as other vital influencers of Organizational Performance. (Table 6)	Connecting (confirmation)

DISCUSSION

Level of Organizational Performance, Organizational Resilience and Management Practices of Multi-Purpose Cooperatives

The findings reveal that organizational performance among multi-purpose cooperatives in the SOCCSKSARGEN Region is very high, as reflected in sound business practices, active member participation, support from apex organizations, and a favorable economic environment. These results indicate excellent cooperative performance across these key indicators and are consistent with Geroso and Maguate (2023), who likewise reported excellent performance among multi-purpose cooperatives.

The study found that organizational resilience is high, indicating that cooperatives possess strong planned and adaptive resilience. This finding supports Bartolome et al. (2022), who noted that cooperatives remain resilient despite challenges due to their self-sustaining nature, and Capa (2022), who reported that cooperatives in Region XII maintained resilient operations throughout the COVID-19 pandemic.

The results show that management practices are very high, suggesting that planning, organizing, directing, and controlling are highly evident among the cooperatives. These domains, identified by Palladan and Adamu (n.d.) as essential management functions for competitiveness, all achieved very high ratings. The findings are consistent with Mina et al. (2022) and Jumawan (2022), who likewise concluded that cooperatives practice sound management and sustain profitable growth.

Regression Analysis on the Identified Variables

Moreover, the regression analysis showed that organizational resilience and management practices significantly influence organizational performance, both individually and collectively. These findings are supported by Fathi et al. (2021), Garrido-Moreno et al. (2024), and Alharthy et al. (2018), who identified organizational resilience as a key driver of firm performance. Similarly, Jaafreh and Al-Abedallat (2012) reported that effective management practices significantly and positively enhance organizational performance.

Data Integration of Salient Quantitative and Qualitative Findings

Level of Organizational Resilience, Management Practices, and Organizational Performance. The quantitative findings were confirmed, partially confirmed, and disconfirmed by the qualitative data. Most participants confirmed the very high levels of organizational performance and management practices, as well as the high level of organizational resilience, while a few provided partial confirmation or disconfirmation. The confirmation of sound business practices and members' participation reflects a connecting confirmation, consistent with Robaro et al. (2021), who emphasized the role of business practices in organizational performance. Likewise, Epidemic Preparedness (2024) highlighted resilience as a key component of preparedness, while Andrew (2024) stressed that effective management drives organizational success.

Partial confirmation centered on the limited membership base of cooperatives, leading to a connecting-expansion. This supports Novkovic (2008), who noted that cooperative principles distinguish cooperatives from other organizations, while RA 9520 allows them to define membership admission policies.

Some participants disconfirmed the quantitative findings on organizational performance, resilience, and management practices, indicating connecting-discordance. They attributed weak performance to poor management, weak leadership, governance issues, lack of planning and innovation, poor communication, outdated systems, and slow growth. These observations align with Langat (n.d.), Bernard (2025), Effects of Poor Communication in the Workplace (W/ Solutions, n.d.), and Wejinya and Agwoje (2023), who associated ineffective leadership and communication with lower productivity, reduced morale, and diminished organizational performance.

Significant Influencers of Organizational Performance. Participants unanimously confirmed the quantitative finding that organizational resilience and management practices significantly influence organizational performance, representing a strong confirmation. This aligns with Sari (2024), who identified strategic planning, environmental scanning, and adaptive capabilities as key performance drivers, and with Asare-Kyire (2023), who emphasized resilience capabilities as essential for innovation and improved firm performance.

Management Practices as the Best Influencer of Organizational Performance. All participants agreed that management practices are the strongest predictor of organizational performance, indicating connecting-confirmation. This is consistent with Kinoti and Rugendo (2012), who linked management practices such as teamwork, participatory decision-making, and communication with improved performance, and Bago et al. (2006), who argued that organizational success depends on a combination of adaptable management practices rather than a single approach.

Other Influencers of Organizational Performance. Participants also identified technology readiness, dedication, and employee commitment as additional factors affecting organizational performance that were not included in the quantitative model, representing connecting expansion. This is supported by United States International University–Africa (2023), which found that technological readiness can significantly enhance financial performance, and

Stackhouse (2022), who concluded that employee commitment is a strong predictor of organizational success.

The study concludes that multi-purpose cooperatives exhibit very high organizational performance and management practices, as well as high organizational resilience, indicating excellent performance, effective management, and strong resilience. Organizational resilience and management practices were found to have a significant influence on organizational performance, both individually and in combination, although other factors such as technology readiness, dedication, and commitment may also contribute.

Qualitative findings largely confirmed the very high levels of organizational performance and management practices, while views on organizational resilience were mixed. Participants unanimously agreed that organizational resilience and management practices significantly influence organizational performance, confirming the connection, though some findings showed discordance due to differing participant experiences.

The results support the Dynamic Capability Theory of Teece et al. (1997), emphasizing that resilience and effective management are critical capabilities for achieving competitive advantage and improving cooperative performance. Consequently, the Cooperative Development Authority is encouraged to collaborate with educational institutions in providing capability-building programs for small and micro cooperatives, with management practices as the primary focus.

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