

Organizational Commitment, Marketing Competencies and Enterprise Operation of Philippine Rural Development Project (PRDP) Proponent Groups

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DOI: <https://doi.org/10.47772/IJRISS.2026.100800420>

Received: 24 August 2026; Accepted: 29 August 2026; Published: 07 September 2026

ABSTRACT

This study, conducted in June 2026, determined the level of organizational commitment, marketing competencies, and enterprise operations performance of PRDP proponent groups. Using a descriptive-correlational research design, the study involved members of PRDP proponent groups who served as respondents. Data were gathered using a structured questionnaire that assessed organizational commitment in terms of affective commitment, continuance commitment, and normative commitment; marketing competencies in terms of product development and quality management, pricing strategies, promotion and communication, and market networking and customer relations; and enterprise operations performance in terms of production efficiency, financial management, operational management, and sustainability and growth. Findings revealed that the respondents demonstrated high levels of organizational commitment, marketing competencies, and enterprise operations performance. Significant relationships were found between organizational commitment and enterprise operations performance, as well as between marketing competencies and enterprise operations performance. The results indicate that committed members and effective marketing practices contribute to improved enterprise operations and sustainability. Overall, the study highlights the importance of strengthening organizational commitment and enhancing marketing competencies to improve the performance, competitiveness, and long-term sustainability of PRDP proponent groups.

INTRODUCTION

This chapter presents an overview of the study, providing a comprehensive discussion of its background and rationale. It also outlines the theoretical and conceptual frameworks that serve as the foundation for the research, as well as the research questions and hypotheses that guide the study. Furthermore, the chapter highlights the significance of the study, its scope and limitations and the key terms and concepts used throughout the study are clearly defined to ensure consistency, clarity, and a common understanding of their meanings within the research.

Background of the Study

Agriculture remains a vital sector in the Philippines, serving as a primary source of livelihood for millions of rural households and contributing significantly to food security and economic development. Despite its importance, many farmers and fisherfolk continue to face challenges such as limited access to markets, inadequate infrastructure, low productivity, and insufficient organizational capacity. To address these concerns, the Philippine government, through the Department of Agriculture, implemented the Philippine Rural Development Project (PRDP), a national initiative designed to improve rural incomes, enhance agricultural productivity, and strengthen value chains through community-based and enterprise-driven interventions.

The Enterprise Development Component, known as Investments for Rural Enterprises and Agricultural and Fisheries Productivity (I-REAP), is one of the four major components of the PRDP. Its legal and policy basis is derived from national agricultural development laws, government plans, and international financing agreements. The Republic Act No. 8435 or the Agriculture and Fisheries Modernization Act (AFMA) of 1997 is the primary legal foundation of PRDP, including the I-REAP component.

Given the significant investments made through the PRDP, there is a need to examine the operational practices and performance of proponent groups to determine the factors that contribute to their success and the challenges that hinder their growth. Understanding these aspects can provide valuable insights for policymakers, development practitioners, and local organizations in improving enterprise management and ensuring the sustainability of rural development initiatives.

This study aims to examine the enterprise operation of PRDP proponent groups, with particular emphasis on the roles of organizational commitment and marketing competencies in influencing enterprise performance. Specifically, it seeks to assess the level of organizational commitment among group members, evaluate the marketing competencies of the proponent groups, and determine the extent of their enterprise operation. Furthermore, the study aims to analyze the relationship between organizational commitment, marketing competencies, and enterprise operation, as well as identify areas for improvement that may enhance enterprise effectiveness, sustainability, and profitability. The findings of this research are expected to provide valuable insights for policymakers, project implementers, and rural development practitioners in designing strategies and interventions that strengthen organizational capacity, improve marketing capabilities, and promote the long-term success of PRDP-supported enterprises, thereby contributing to inclusive agricultural and rural development in the Philippines.

Theoretical Framework

This study was anchored on three complementary theories, namely the Organizational Commitment Theory of Meyer and Allen (1991), the Competency Theory of Boyatzis (1982), and the Resource-Based View (RBV) Theory of Barney (1991). These theories provide a strong foundation for understanding how organizational commitment and marketing competencies contribute to the enterprise operation of Philippine Rural Development Project (PRDP) Proponent Groups.

The first theoretical anchor is the Organizational Commitment Theory developed by Meyer and Allen (1991). The theory posits that employees or members who exhibit strong affective, continuance, and normative commitment are more likely to remain involved in their organization and contribute positively to its goals and performance. Affective commitment refers to an individual's emotional attachment to the organization, continuance commitment relates to the perceived costs of leaving the organization, and normative commitment reflects a sense of obligation to remain with the organization. In the context of PRDP Proponent Groups, members who demonstrate high organizational commitment are expected to actively participate in enterprise activities, cooperate with fellow members, and support organizational objectives, thereby enhancing enterprise operations.

The second theoretical foundation is Boyatzis' Competency Theory (1982), which emphasizes that specific competencies significantly influence individual and organizational performance. Competencies encompass the knowledge, skills, abilities, and behaviors necessary to perform tasks effectively. Marketing competencies, such as market analysis, customer relationship management, product promotion, pricing strategies, and distribution management, enable organizations to identify market opportunities and maintain competitive advantages. For PRDP Proponent Groups, strong marketing competencies can improve product positioning, increase market reach, and enhance the overall operational performance of their enterprises.

The third theoretical underpinning is the Resource-Based View (RBV) Theory proposed by Barney (1991). The RBV asserts that organizational success is derived from valuable, rare, inimitable, and non-substitutable resources. Human resources, organizational commitment, and marketing competencies are considered strategic assets that contribute to sustainable competitive advantage and organizational effectiveness. Applied to PRDP Proponent Groups, committed members and strong marketing capabilities serve as internal resources that facilitate efficient enterprise operations, profitability, sustainability, and long-term growth.

Collectively, these theories explain that organizational commitment and marketing competencies are critical organizational resources that influence the effectiveness of enterprise operations. The Organizational Commitment Theory explains the role of member dedication and loyalty, Competency Theory highlights the importance of marketing skills and capabilities, while the Resource-Based View integrates these factors as

strategic resources that enhance enterprise performance. Therefore, these theories provide the theoretical basis for examining the relationship between organizational commitment, marketing competencies, and enterprise operation among PRDP Proponent Groups.

Conceptual Framework

This study was anchored on the premise that the effectiveness of enterprise operation among Philippine Rural Development Project (PRDP) proponent groups is influenced by both organizational and marketing-related factors. Specifically, organizational commitment and marketing competencies were considered critical determinants of enterprise success and sustainability.

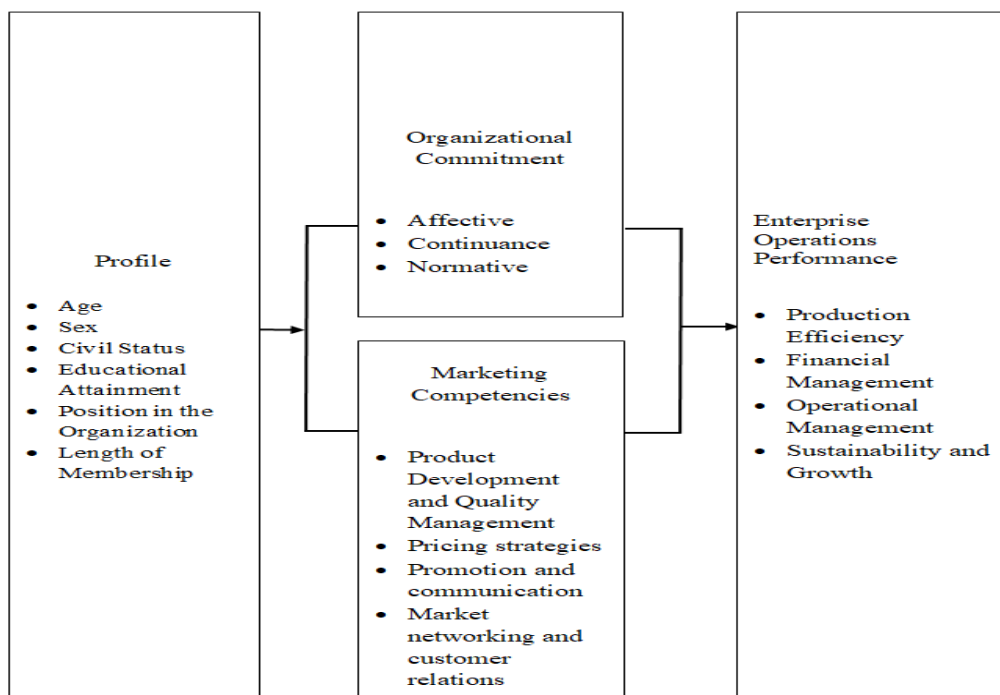
Organizational commitment served as the first independent variable of the study. Organizational commitment reflects the degree of attachment, involvement, and loyalty of members toward their organization and its goals. It is measured through three dimensions: affective commitment, which refers to members' emotional attachment to the organization; continuance commitment, which pertains to members' awareness of the costs associated with leaving the organization; and normative commitment, which reflects members' sense of obligation to remain and contribute to the organization.

Marketing competencies constituted the second independent variable. Marketing competencies refer to the knowledge, skills, and capabilities of proponent groups in effectively managing marketing activities and responding to market demands. These competencies are assessed through four dimensions: product development, pricing strategies, promotion and communication, and market networking and customer relations.

Enterprise operation, the dependent variable of the study, pertains to the overall effectiveness and performance of PRDP-supported enterprises. It is evaluated through four dimensions: product efficiency, financial management, operational management, and sustainability and growth.

The framework posits that higher levels of organizational commitment and stronger marketing competencies positively influence enterprise operation. Committed members are expected to contribute more actively to organizational activities and decision-making processes, while effective marketing competencies enable enterprises to identify opportunities, satisfy customer needs, and maintain competitiveness. Together, these factors are expected to enhance the operational performance, sustainability, and growth of PRDP proponent groups.

Figure 1. Schematic Diagram of the Study.



Statement of the Problem

This study determined the relationship between organizational commitment, marketing competencies, and enterprise operations among Philippine Rural Development Project (PRDP) Proponent Groups.

Specifically, it answered the following questions:

1. What is the demographic profile of the respondents in terms of:
 - a. age
 - b. sex
 - c. civil status
 - d. educational attainment
 - e. position in the organization; and
 - f. length of membership in the proponent group?
2. What is the level of organizational commitment of PRDP Proponent Group members in terms of:
 - a. affective commitment
 - b. continuance commitment; and
 - c. normative commitment
3. What is the level of marketing competencies of PRDP Proponent Group members in terms of:
 - a. product development and quality management
 - b. pricing strategies; and
 - c. promotion and communication
 - d. market networking and customer relations?
4. What is the level of enterprise operations performance of PRDP Proponent Groups in terms of:
 - a. production efficiency
 - b. financial management
 - c. operational management; and
 - d. sustainability and growth?
5. Is there a significant relationship between organizational commitment and enterprise operations?
6. Is there a significant relationship between marketing competencies and enterprise operations?

Hypotheses of the Study

The following hypotheses were formulated to guide the investigation:

1. There is no significant relationship between organizational commitment and enterprise operation among PRDP proponent groups.
2. There is no significant relationship between marketing competencies and enterprise operation among PRDP proponent groups.

Significance of the Study

The findings and insights generated by this study may provide valuable contributions to the implementation of the Philippine Rural Development Project (PRDP) and its stakeholders:

PRDP Proponent Groups. The results of this study may provide Proponent Groups with insights into the relationships of organizational commitment and marketing competencies with enterprise operations performance. The findings may serve as a basis for sustaining organizational strengths, strengthening member participation, and improving marketing and operational practices to support sustainable enterprise operations.

Group Leaders and Managers. The study may provide leaders and managers with insights into the relationships of members' organizational commitment and marketing competencies with enterprise operations performance. These insights may support decision-making, strengthen organizational cohesion, and guide improvements in enterprise management and marketing practices.

Department of Agriculture and PRDP Implementers. The findings may provide a useful reference for government agencies, PRDP implementers, and development practitioners in designing policies, capacity-building programs, and technical assistance that address the organizational and marketing needs of Proponent Groups. The findings may also inform strategies for strengthening enterprise operations and supporting the sustainability of PRDP-supported enterprises.

Local Government Units (LGUs). The study may provide local government officials with evidence-based insights to inform the development of programs and services that strengthen rural enterprises and support livelihood opportunities for farmers, fisherfolk, and rural communities.

Rural Development Practitioners and Extension Workers. The results may guide extension workers and rural development practitioners in designing capacity-building activities that strengthen organizational commitment and marketing competencies among community-based enterprises.

Academic Institutions and Researchers. This study may contribute to the existing body of knowledge on organizational behavior, marketing management, and enterprise development in rural organizations. It may also serve as a reference for future researchers examining organizational commitment, marketing competencies, and enterprise operations performance using larger and more diverse samples, broader geographical coverage, and longitudinal research designs.

Future Researchers. The findings and recommendations of this study may provide a foundation for further investigations into factors affecting the performance and sustainability of rural enterprises. Future studies may build upon this research by exploring additional variables, different geographical areas, or alternative research approaches.

Ultimately, this study provides insights into organizational commitment, marketing competencies, and enterprise operations that may support stronger rural enterprises and sustainable agricultural development.

Scope and Limitations of the Study

This study focused on the relationship among organizational commitment, marketing competencies, and enterprise operations of Philippine Rural Development Project (PRDP) proponent groups. Organizational commitment is examined in terms of affective, continuance, and normative commitment, while marketing competencies are assessed in terms of product development, pricing strategies, promotion and communication,

and market networking and customer relations. Enterprise operation is measured through product efficiency, financial management, operational management, and sustainability and growth.

The study was limited to PRDP proponent groups within Negros Occidental, involving officers and members directly engaged in enterprise activities. It utilizes a quantitative research design and relies on survey data for analysis.

The findings are subject to the limitations of self-reported data, which may be affected by respondents' perceptions and recall. Moreover, the use of purposive sampling and the study's geographical coverage in Negros Occidental limit the generalizability of the findings to PRDP Proponent Groups in other areas of the Philippines. The study examined organizational commitment and marketing competencies in relation to enterprise operations but did not include other potentially relevant factors, such as financial access, government support, digital marketing capabilities, market conditions, and technological adoption. Accordingly, the findings should be interpreted as relationships within the study context rather than as evidence of causal effects.

Definition of Terms

For clearer understanding of the study, the following key terms are defined as used in the research:

Age. Refers to the length of time that a person has lived, usually measured in years from the date of birth to a specific point in time. It is commonly used to describe an individual's stage of life and development (World Health Organization [WHO], 2022).

In this study, age is used as a demographic variable and refers to the respondent's completed number of years at the time of data collection in 2026 and is categorized as 20–29, 30–39, 40–49, 50–59, and 60 years and above.

Affective Commitment. Refers to an employee's emotional attachment, identification with, and involvement in their organization, reflecting a genuine desire to remain with it. (Lhaden et al., 2024)

In this study, affective commitment refers to the respondents' emotional attachment, identification, and willingness to remain actively involved in their PRDP proponent groups, as measured through the affective commitment items in the questionnaire.

Civil Status. Refers to an individual's legal or marital condition, such as being single, married, widowed, or divorced. It is commonly used as a demographic characteristic in research to describe respondents' marital circumstances. (Philippine Statistics Authority [PSA], 2024).

In this study, civil status refers to the respondent's reported status at the time of data collection in 2026, categorized as single, married, widowed, or separated.

Continuance Commitment. Refers to an employee's perceived need to remain in an organization because leaving would result in significant costs or because there are limited alternatives (Meyer et al., 2025).

In this study, continuance commitment refers to the respondents' perceived costs, losses, or consequences of leaving their PRDP proponent groups, as measured through the continuance commitment items in the questionnaire.

Educational Attainment. Refers to the highest level of formal education an individual has successfully completed, such as elementary, secondary, or tertiary education. It is commonly used as a demographic variable in research (Philippine Statistics Authority [PSA], 2024).

In this study, educational attainment refers to the highest formal education completed by each respondent, categorized as elementary, high school, vocational, college, or graduate studies.

Enterprise Operations Performance. Refers to the extent to which an organization efficiently and effectively achieves its operational objectives, including productivity, quality, cost management, and timely delivery of products or services (Organisation for Economic Co-operation and Development [OECD], (2024).

In this study, enterprise operations performance refers to the respondents' assessment of their PRDP proponent group's performance in production efficiency, financial management, operational management, and sustainability and growth, as measured through the questionnaire.

Financial Management. Refers to the planning, organizing, controlling, and monitoring of an organization's financial resources to achieve its objectives efficiently and sustainably (Brigham & Ehrhardt, 2024).

In this study, financial management refers to the enterprise's practices in financial planning, budgeting, recording, monitoring, controlling expenditures and revenues, and managing financial resources, as assessed through the questionnaire.

Length of Membership. The total length of time a participant has been a member of the organization.

In this study, length of membership refers to the number of years the respondent has been a member of the PRDP proponent group, measured from the date of joining to the time of data collection in 2026 and categorized as 1–3 years, 4–6 years, 7–10 years, and more than 10 years.

Marketing Competencies. Refer to the knowledge, skills, and abilities needed to effectively analyze markets, understand customers, develop marketing strategies, and implement activities that achieve organizational goals (Miraz et al., 2026).

In this study, marketing competencies refer to the capabilities of PRDP proponent groups in performing marketing activities, specifically product development and quality management, pricing strategies, promotion and communication, and market networking and customer relations, as measured through the questionnaire.

Market Networking and Customer Relations. Refer to the ability of an enterprise to build and maintain business networks, establish partnerships, understand customer needs, and develop positive, long-term relationships with customers to support business growth and performance (Fahmi et al., 2025).

In this study, market networking and customer relations refer to the enterprise's practices in maintaining relationships with buyers and customers, communicating with market partners, developing business networks, responding to customer needs, and sustaining market linkages, as assessed through the questionnaire.

Normative Commitment. Refers to an employee's sense of obligation or responsibility to remain with an organization because they feel it is the right thing to do (Meyer et al., 2025).

In this study, normative commitment refers to the respondents' perceived sense of duty, responsibility, and obligation to remain in and contribute to their PRDP proponent groups, as measured through the normative commitment items in the questionnaire.

Operational Management. Refers to the planning, organizing, and controlling of an organization's processes and resources to efficiently produce goods or deliver services and achieve operational objectives (Heizer et al., 2024).

In this study, operational management refers to the enterprise's practices in coordinating daily activities, managing work processes, allocating resources, monitoring operations, and ensuring the smooth functioning of enterprise activities, as measured through the questionnaire.

Organizational Commitment. Refers to the process of planning, organizing, directing, and controlling an organization's resources and activities to achieve its goals effectively and efficiently (Robbins & Coulter, 2024).

In this study, organizational commitment refers to the respondents' level of commitment toward their PRDP proponent groups, measured in terms of affective commitment, continuance commitment, and normative commitment using the researcher-developed questionnaire.

Position in the Organization. Refers to the specific job role or level of responsibility held by an individual within an organization, reflecting their duties, authority, and place in the organizational structure (Robbins & Coulter, 2024).

In this study, position in the organization refers to the respondent's current role in the PRDP proponent group, categorized as Project Management Team (PMT) Member, Proponent Group Officer, Enterprise Manager, or Others.

Pricing Strategies. Refer to the methods businesses use to set and adjust the prices of their products or services based on factors such as customer value, costs, competition, and market conditions to achieve business objectives (Kotler et al., 2024).

In this study, pricing strategies refer to the enterprise's practices in setting, reviewing, and adjusting product prices based on production costs, market conditions, competitors, customer demand, and desired profitability.

Product Development. Refers to the process of creating, improving, or modifying products or services to meet customer needs and market demands and achieve organizational objectives (Kotler et al., 2024).

In this study, product development refers to the enterprise's ability to create, improve, innovate, and maintain products in accordance with customer needs, quality requirements, and market demand, as measured through the questionnaire.

Promotion and Communication. Refer to the activities businesses use to inform, persuade, and remind customers about their products or services through effective marketing messages and communication channels (Kotler et al., 2024).

In this study, promotion and communication refer to the enterprise's use of promotional activities, communication channels, product information, and customer-engagement practices to create awareness and reach target markets.

Production Efficiency. Refers to an organization's ability to produce goods or services using the minimum necessary resources, time, and cost while maintaining the required level of quality (Heizer et al., 2024).

In this study, production efficiency refers to the enterprise's ability to manage production inputs, minimize waste, maintain product quality, meet production schedules, and optimize the use of labor, materials, equipment, and other resources, as measured through the questionnaire.

Sex. Refers to the biological characteristics that distinguish individuals as male or female, including reproductive and physiological characteristics (World Health Organization [WHO], 2024).

In this study, sex refers to the respondent's reported sex, categorized as male or female, or other category if provided in the questionnaire.

Sustainability and Growth. Refer to an enterprise's ability to maintain long-term operations while expanding its performance, resources, and market opportunities without compromising its future viability (Organisation for Economic Co-operation and Development (OECD), (2024).

In this study, sustainability and growth refer to the enterprise's ability to continue its operations, maintain income-generating activities, improve its products and services, expand its market, and pursue opportunities for enterprise growth, as assessed through the questionnaire.

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents relevant literature and studies that provide a foundation for understanding the relationship among organizational commitment, marketing competencies, and enterprise operations among Philippine Rural Development Project (PRDP) proponent groups. The reviewed literature highlights how organizational behavior and marketing capabilities influence enterprise performance, particularly in community-based and rural development enterprises.

Organizational Commitment

Organizational commitment refers to the degree to which employees identify with their organization, accept its goals and values, and are willing to remain as members. It is considered an important factor influencing employee attitudes, behavior, performance, and organizational effectiveness. Meyer and Allen's Three-Component Model remains a widely used framework that classifies organizational commitment into affective, continuance, and normative commitment. Affective commitment reflects emotional attachment to the organization, continuance commitment refers to the perceived costs of leaving, and normative commitment reflects an employee's sense of obligation to remain.

Recent studies continue to support the relevance of these dimensions in contemporary workplaces. According to Robbins and Judge (2023), organizational commitment influences employees' attitudes and behaviors by increasing their involvement, motivation, and willingness to contribute to organizational objectives. Employees with strong commitment are more likely to demonstrate higher performance, participate actively in organizational activities, and support organizational success. Colquitt et al. (2025) further emphasized that commitment is an important predictor of workplace effectiveness because it influences job performance, engagement, and organizational citizenship behaviors.

Dessler (2023) explained that effective human resource practices, including employee support, recognition, training, and development opportunities, contribute to stronger organizational commitment. Similarly, Lussier (2021) emphasized that positive workplace relationships, trust, and effective communication encourage employees to develop loyalty and stronger attachment toward their organization.

Affective Commitment

Affective commitment refers to employees' emotional attachment to, identification with, and involvement in their organization. Recent research indicates that employees with strong affective commitment are more likely to develop a sense of belonging, identify with organizational goals and values, and demonstrate a stronger desire to remain with the organization (Demars et al., 2023). In the Philippine context, Zantua, Teng-Calleja, and Caringal-Go (2024) found that affective commitment plays an important role in employees' workplace attitudes and turnover intentions, particularly in relation to organizational justice and rewards management. Similarly, Futralan (2024) reported a high level of affective commitment among Pag-IBIG Fund employees, demonstrating its continued relevance in understanding employees' relationship with their organization. These findings suggest that emotional attachment and identification with the organization are important indicators of employees' willingness to remain and actively contribute to organizational goals. In the context of PRDP proponent groups, affective commitment may be reflected in members' sense of belonging, identification with organizational goals, and willingness to actively contribute to enterprise activities. Thus, members who develop stronger emotional attachment to their organization may be more willing to support its programs and enterprise operations.

Continuance commitment

Continuance commitment refers to an employee's perceived costs and potential losses associated with leaving an organization. Recent studies describe this form of commitment as being influenced by employees' assessment of the benefits, investments, and opportunities they may forgo when leaving their organization. Chigeda et al. (2022) explained that employees may develop continuance commitment when the perceived costs of leaving outweigh the benefits of available alternatives. Similarly, Demars et al. (2023) noted that employees with strong continuance commitment may remain because they perceive leaving as costly and believe that staying is

necessary. In the Philippine context, Futralan (2024) found a high level of continuance commitment among Pag-IBIG Fund employees, demonstrating its relevance in understanding employees' decisions to remain in an organization. These findings suggest that members of PRDP proponent groups may continue their participation when they perceive that leaving could result in the loss of economic benefits, organizational investments, established relationships, or other valued opportunities.

Normative commitment

Normative commitment refers to an individual's sense of obligation, loyalty, and responsibility toward an organization. Recent studies describe normative commitment as a psychological attachment that encourages individuals to remain in an organization because they feel a sense of duty or responsibility to do so. Kida et al. (2023) emphasized that normative commitment is associated with employees' feeling that they should remain with their organization, while Demars et al. (2023) noted that such commitment may be influenced by employees' organizational experiences and socialization. In the Philippine context, Futralan (2024) found that normative commitment was an important dimension of organizational commitment among Pag-IBIG Fund employees. Similarly, Nguddo and Donguiz (2024) reported that normative commitment among PhilHealth-CAR job-order employees reflected ethical obligations and loyalty toward the organization.

The reviewed literature shows that organizational commitment influences employees' willingness to remain, participate, and contribute to organizational goals. Its three dimensions—affection, continuance, and normative commitment—reflect emotional attachment, perceived costs of leaving, and a sense of obligation, respectively. Recent studies indicate that organizational support, positive relationships, perceived benefits, and loyalty can strengthen commitment. In PRDP proponent groups, these dimensions may explain members' continued participation, cooperation, and support for enterprise objectives.

Marketing Competencies

Marketing competencies refer to the knowledge, skills, and capabilities that enable enterprises to effectively perform marketing activities, respond to customer needs, and compete in changing markets. Recent studies indicate that marketing capabilities are associated with enterprise performance, innovation, customer relationships, and competitiveness. For example, research among SMEs found that marketing communication, channel management, and product development capabilities significantly influence various dimensions of competitive performance.

Product Development and Quality Management

Product development and quality management refer to an enterprise's ability to develop, improve, and maintain products that meet customer needs and quality expectations. Omari et al. (2025) found that quality management and marketing capabilities are important in supporting product innovation among SMEs, emphasizing the role of organizational capabilities in improving innovation outcomes. Similarly, a 2021 study of Malaysian manufacturing SMEs found that marketing capabilities facilitated the relationship between organizational practices and product innovation performance. These findings suggest that continuous product improvement and effective quality management can strengthen an enterprise's ability to respond to market demands and maintain competitiveness.

Pricing Strategies

Pricing strategies involve determining and adjusting product prices based on costs, customer demand, competition, and market conditions. Recent research demonstrates the importance of pricing capability to SME performance. Ranjan and Nayak (2023) found that pricing capability positively contributes to business performance among Indian SMEs, with customer and competitor orientation supporting the development of pricing capability. Likewise, Ranjan and Nayak's study published in 2023 found that pricing capability was associated with customer, market, and financial performance among SMEs. These findings indicate that enterprises need appropriate pricing practices to remain competitive while maintaining profitability and responding to changing market conditions.

Promotion and Communication

Promotion and communication involve activities used by enterprises to inform, persuade, and engage target customers about their products and services. Recent evidence supports the importance of communication capabilities in enterprise performance. A 2024 study involving SMEs and larger firms in developed and developing economies found that integrated marketing communication plays an important role in connecting market orientation with customer-related and market performance. Similarly, Siregar et al. (2022) found that promotional strategy had a positive and significant effect on marketing performance among SMEs. These findings indicate that effective promotion and communication can improve product awareness, customer engagement, and market performance.

Market Networking and Customer Relations

Market networking and customer relations refer to the ability of an enterprise to establish and maintain relationships with customers, buyers, suppliers, and other stakeholders. Gliga and Evers (2023) found that networking plays a significant role in developing marketing capabilities among SMEs by providing access to informational, relational, reputational, and knowledge resources. Recent research also indicates that customer networking quality and relational capabilities can improve SME marketing performance. Moreover, a 2026 study found that digital marketing capabilities contribute to SME performance and that customer relationship management capabilities complement these capabilities in achieving higher performance. These findings suggest that strong market networks and customer relationships can help enterprises obtain market information, strengthen customer connections, access opportunities, and sustain their competitiveness.

Overall, recent literature supports the importance of the four dimensions of marketing competencies. Product development and quality management enable enterprises to respond to changing customer needs; pricing strategies support competitiveness and financial performance; promotion and communication enhance market awareness and customer engagement; and market networking and customer relations provide access to customers, information, and business opportunities. These competencies are therefore relevant to assessing the marketing capabilities of PRDP proponent groups in the present study.

Enterprise Operations Performance

Enterprise operations performance refers to an enterprise's ability to effectively manage its resources, processes, and activities to achieve organizational objectives and maintain efficient and sustainable operations. Recent studies emphasize that operational capabilities, financial practices, and sustainability-oriented strategies are important contributors to the performance and long-term viability of small and medium enterprises.

Production Efficiency

Production efficiency refers to the ability of an enterprise to produce goods effectively while making optimal use of available resources, including labor, materials, equipment, and time. Recent research emphasizes the importance of improving production processes and resource utilization in strengthening enterprise performance. Li et al. (2024) developed an enterprise production-efficiency evaluation framework and emphasized the importance of systematically assessing production processes and resource use to identify areas for improvement. Similarly, recent research on manufacturing enterprises highlights the role of technology and process improvements in increasing productivity and operational efficiency. These findings suggest that efficient production practices are important for reducing waste, improving productivity, maintaining quality, and supporting enterprise competitiveness.

Financial Management

Financial management involves the planning, monitoring, controlling, and effective use of an enterprise's financial resources. Recent studies consistently show that sound financial management contributes to better enterprise performance. Venkatesan (2024) found a significant relationship between financial management practices and the performance of small and medium enterprises, highlighting the importance of practices such

as working capital and credit management. Similarly, Goala and Awungshi (2024) reported that capital budgeting, cash management, inventory management, receivable management, capital structure, and financial record-keeping were significantly associated with the performance of small enterprises. In the Philippine context, Placido et al. (2024) found that financial management practices and accounting compliance were significantly related to MSME business performance in Northern Philippines. These findings indicate that effective financial management supports informed decision-making, financial control, and overall enterprise performance.

Operational Management

Operational management involves coordinating daily enterprise activities, processes, resources, and personnel to ensure that operations are performed efficiently and consistently. Recent research emphasizes the importance of effective operational management in improving the performance of small and medium enterprises. A 2024 study on small and medium-sized manufacturers proposed a data-driven operational management framework to improve value creation and address operational challenges through better process management and decision-making. The study highlights the potential of systematic operational management and data-driven approaches to improve efficiency and organizational performance. Similarly, research on digital transformation among SMEs indicates that improving technological and organizational capabilities can enhance enterprises' ability to manage processes and respond to operational demands. These findings suggest that effective operational management is essential for maintaining smooth processes, efficient resource allocation, and consistent enterprise performance.

Sustainability and Growth

Sustainability and growth refer to an enterprise's capacity to maintain its operations over time while improving its performance, income, market presence, and ability to adapt to changing conditions. Recent literature emphasizes that sustainability practices can contribute to both long-term viability and business performance. Min et al. (2023) found that sustainability practices positively influenced SME business performance, while collaboration and innovation contributed to sustainability and performance. Similarly, Budiarto et al. (2023) examined Indonesian MSMEs and found that financial literacy and market orientation were associated with enterprise performance and sustainability. More recently, Momtaz and Parra (2025) found that sustainability practices had a positive effect on the financial performance of SMEs, providing evidence that sustainability can contribute to economic outcomes rather than being viewed solely as an environmental concern. Runtuk et al. (2023) likewise examined the factors influencing sustainable growth among SMEs, emphasizing the importance of organizational and strategic factors in achieving sustainable enterprise growth. These findings indicate that sustainability-oriented practices can support enterprise continuity, resilience, financial performance, and long-term growth.

Overall, recent literature supports the importance of the four dimensions of enterprise operations performance. Production efficiency promotes effective resource utilization and productivity; financial management strengthens financial control and decision-making; operational management facilitates efficient coordination of enterprise activities; and sustainability and growth support the long-term viability and expansion of enterprises. These dimensions are therefore appropriate for assessing the operations performance of PRDP proponent groups in the present study.

Organizational Commitment & Enterprise Operations Performance

Organizational commitment plays an important role in enterprise operations because committed members are more likely to remain engaged, fulfill their responsibilities, and contribute to organizational objectives. Robbins and Judge (2023) emphasized that committed employees tend to demonstrate greater engagement, productivity, and organizational citizenship behaviors, contributing to organizational effectiveness. Similarly, Colquitt et al. (2025) noted that positive employee attitudes, including commitment, are associated with performance and workplace effectiveness. In enterprise environments, commitment also supports operational continuity, teamwork, and sustainability. Hisrich et al. (2022) emphasized that active participation and dedication are important to the survival and growth of entrepreneurial ventures. Recent studies further support the relevance of organizational commitment to employee performance and sustained organizational involvement (Demars et al., 2023; Futalan, 2024). Thus, stronger organizational commitment may contribute to improved enterprise

operations performance, particularly through active participation, effective task performance, cooperation, and continued support for enterprise objectives.

Marketing Competencies & Enterprise Operations Performance

Marketing competencies contribute significantly to enterprise operations performance by improving customer satisfaction, market positioning, and business sustainability. Kotler et al. (2021) explained that effective marketing strategies allow organizations to create customer value, increase competitiveness, and achieve business objectives.

Armstrong et al. (2021) emphasized that marketing capabilities influence customer relationships, sales performance, and organizational growth. Cravens and Piercy (2021) further stated that strategic marketing competencies enable organizations to respond effectively to market demands and maintain competitive advantage.

For small enterprises, marketing competencies support operational success by improving product development, pricing decisions, promotional effectiveness, and customer relationships. Hisrich et al. (2022) and Scarborough and Cornwall (2023) highlighted that enterprises with strong marketing capabilities are more likely to identify opportunities, increase market presence, and achieve sustainable growth.

Therefore, marketing competencies are expected to have a positive relationship with enterprise operations performance because effective marketing practices strengthen customer value creation, profitability, and long-term business success.

RESEARCH METHODOLOGY

This chapter describes the research design, subject and respondents, population and sample size, sampling techniques, research instruments, and their validity and reliability. It also presents the procedures for data collection, processing, and statistical analysis used to achieve the study's objectives.

Research Design

This study utilized a quantitative research design, specifically a descriptive-correlational design, to examine the relationship among organizational commitment, marketing competencies, and enterprise operations among Philippine Rural Development Project (PRDP) proponent groups.

The descriptive component of the research design was used to assess and describe the levels of organizational commitment (affective, continuance, and normative), marketing competencies (product development, pricing strategies, promotion and communication, and market networking and customer relations), and enterprise operations (product efficiency, financial management, operational management, and sustainability and growth) of the respondents. Descriptive research is appropriate for systematically describing the characteristics, behaviors, or conditions of a population without manipulating the variables under investigation (Creswell & Creswell, 2023; Sekaran & Bougie, 2020).

The correlational component was employed to determine the significant relationships among the variables and to identify the extent to which organizational commitment and marketing competencies influence enterprise operations. Correlational research is appropriate for this study because it examines the degree of association among variables without manipulating them, allowing the researcher to investigate naturally occurring relationships within PRDP proponent groups (Creswell & Creswell, 2023; Sekaran & Bougie, 2020).

Through this design, the study aims to generate empirical evidence that can help explain how organizational and marketing-related factors contribute to the effectiveness and sustainability of rural enterprise operations in the Philippine context.

Subject and Respondents of the Study

The subject and respondents of the study were officers and members of PRDP proponent groups in Negros Occidental who are directly involved in enterprise-related activities. They were chosen to ensure that the data gathered reflect actual experiences and practices in organizational management, marketing activities, and enterprise operations. The study is conducted on June 2026.

Population and Sample Size

The population of the study consisted of all members of the Philippine Rural Development Project (PRDP) Proponent Groups who were actively and directly involved in enterprise operations.

Specifically, it involves the seven (7) Proponent Groups managing PRDP-funded agri-enterprises. A total of 140 respondents participated in the study, with 20 respondents from each enterprise.

Sampling Techniques

The study employed purposive sampling in selecting the respondents. This technique was used to ensure that only individuals with direct knowledge and involvement in the operation of PRDP-funded agri-enterprises were included in the study. The respondents were selected based on the following criteria: (1) membership in a PRDP Proponent Group, (2) active participation in enterprise operations, and (3) willingness to participate in the study. Twenty (20) qualified respondents were selected from each of the seven (7) PRDP Proponent Groups included in the study, resulting in a total of 140 respondents. All participating Proponent Groups were located in Negros Occidental, and the respondents were drawn from the respective enterprise groups within the province. Accordingly, the study reflects the experiences, perceptions, and assessments of individuals directly involved in PRDP-funded agri-enterprises within the specific geographical and organizational context of Negros Occidental.

Data Gathering Instrument

The primary data-gathering instrument used in the study was a structured questionnaire consisting of four parts: demographic profile, organizational commitment, marketing competencies, and enterprise operations performance. To ensure clarity and better understanding among the respondents, who were primarily farmers, Hiligaynon translations were provided alongside the questionnaire items, enabling them to accurately comprehend the questions and provide reliable responses. Except for the demographic profile, all sections contained indicators adapted from relevant literature and were measured using a Likert scale to determine the respondents' level of agreement and perceptions regarding the variables examined in the study.

Validity and Reliability of the Research Instruments

The research instrument is a researcher-developed questionnaire based primarily on the Philippine Rural Development Project (PRDP) Enterprise Assessment Tool, particularly its indicators on organizational assessment, marketing competencies and enterprise operations. The established tool serves as the primary reference in ensuring that the questionnaire reflects the appropriate dimensions and indicators applicable to PRDP proponent groups.

Content validity of the research instrument was established through expert validation by five specialists in research, education, agriculture, rural development, and enterprise management. Using Lawshe's (1975) Content Validity Ratio (CVR) approach (Appendix C), all items were rated essential by the five validators, resulting in a CVR of 0.99 for all items (Appendix D). Their recommendations were incorporated to improve the clarity and relevance of the questionnaire.

The revised questionnaire was pilot tested to thirty (30) farmers with enterprise management experience who were not part of the actual study. Reliability was assessed using Cronbach's alpha. The organizational commitment scale (15 items) obtains 0.850, marketing competencies (20 items) 0.893, and enterprise operations (20 items) 0.812. All exceeded the acceptable threshold of 0.70, indicating satisfactory to high internal consistency (Appendix E).

Overall, the results of the validity and reliability testing confirmed that the questionnaire is appropriate, consistent, and suitable for use in gathering data for the study.

Data Gathering Procedures

The researcher first sought permission from the Component Head of the PRDP -IREAP Crops and Fisheries and Proponent Group leaders before conducting the study (Appendix B). After approval, questionnaires were distributed to the selected respondents. Data were collected, retrieved, checked for completeness, and prepared for statistical analysis.

Data Analyses

This study utilized descriptive statistical tools, specifically the mean and standard deviation, to analyze and interpret the data gathered from the respondents.

To answer Statement of the Problem No. 1, which focused on the demographic profile of the respondents in terms of age, sex, civil status, educational attainment, position in the organization, and length of membership in the proponent group, frequency and percentage distribution were used. The following formulas were applied:

Frequency (f):

f=Number of respondents in a category

Percentage (%):

$$\% = \frac{f}{N} \times 100$$

Where:

- % = Percentage
- f = Frequency of responses
- N = Total number of respondents
- 100 = Constant value for converting the proportion into a percentage

To answer the statement of the problem number 2, which states, what is the level of organizational commitment of PRDP Proponent Group members, the mean and standard deviation were used, with the formulas:

Mean: $\bar{x} = \frac{\sum x}{n}$

Where:

$\bar{x}$ – mean

Σ – summation notation

x – scores

n – number of scores or sample size

Standard Deviation: $SD = \sqrt{\frac{\sum (x - \bar{x})^2}{n - 1}}$

Where:

SD = Standard deviation

x = Individual score

$\bar{x}$ = Mean

n = Number of observations

Σ = Summation symbol

To interpret the mean scores describing the level of organizational commitment of PRDP Proponent Group members, the table below was utilized.

Scale	Mean Range	Verbal Description	Interpretation	Narrative Interpretation
3	2.34 – 3.00	Agree	High Organizational Commitment	The respondents generally demonstrate commitment to their organization and willingly participate in activities that contribute to organizational success.
2	1.67 – 2.33	Neutral	Moderate or Average Organizational Commitment	The respondents show a moderate or average level of commitment, indicating occasional involvement and support for organizational goals and activities.
1	1.00 – 1.66	Disagree	Low Organizational Commitment	The respondents demonstrate limited attachment and participation in organizational affairs and may not consistently support organizational objectives.

To answer the statement of the problem number 3, which states, what is the level of marketing competencies of PRDP Proponent Group members, the mean and standard deviation were used.

To interpret the mean scores describing the the level of marketing competencies of PRDP Proponent Group members, the table below was utilized.

Scale	Mean Range	Verbal Description	Interpretation	Verbal Interpretation
3	2.34 – 3.00	Agree	High Marketing Competencies	The respondents generally demonstrate effective marketing capabilities.
2	1.67 – 2.33	Neutral	Moderate or Average Marketing Competencies	The respondents demonstrate fair level of marketing knowledge and skills.
1	1.00 – 1.66	Disagree	Low Marketing Competencies	The respondents have limited marketing capabilities among the respondents

To determine the consistency or variability of the respondents' responses regarding organizational commitment, marketing competencies, and enterprise operations, standard deviation was utilized. A lower standard deviation

indicates that the respondents' responses are more homogeneous or consistent, while a higher standard deviation indicates greater variation among responses.

To answer the statement of the problem 4, which states, what is the level of enterprise operations performance of PRDP Proponent Groups, the mean and standard deviation were used.

Scale	Mean Range	Verbal Description	Interpretation	Verbal Interpretation
3	2.34 – 3.00	Agree	High Enterprise Operations Performance	The PRDP Proponent Groups demonstrate strong operational performance and effectively manage enterprise activities with only minor areas for improvement.
2	1.67 – 2.33	Neutral	Moderate or Average Enterprise Operations Performance	The PRDP Proponent Groups demonstrate satisfactory operational performance, although improvements are needed in certain aspects of enterprise management and implementation.
1	1.00 – 1.66	Disagree	Low Enterprise Operations Performance	The PRDP Proponent Groups demonstrate below-average operational performance and experience challenges in managing and implementing enterprise activities effectively.

To answer the statement of the problem 5, which states, is there a significant relationship between organizational commitment and enterprise operations, Spearman rank correlation coefficient (r_s or ρ) was used with the formula:

$$r_s = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$$

Where:

(r_s or ρ) : Spearman correlation coefficient (values range from -1 to +1)

d : Difference between the two ranks of each observation

$\sum d^2$: Sum of the squared rank differences

n : Total number of pairs or observations

To answer the statement of the problem 6, which states, is there a significant relationship between marketing competencies and enterprise operations, Spearman rank correlation coefficient (r_s or ρ) was used.

Presentation, Analysis, And Interpretation Of Data

This chapter presents, analyzes, and interprets the data gathered from the respondents. The findings are systematically organized into tables and figures to facilitate a clear and coherent presentation of the results in relation to the research objectives and research questions. Appropriate statistical tools were employed to analyze the data, and the results are interpreted based on the evidence obtained from the study. Furthermore, relevant and recent literature and related studies are integrated into the discussion to support, compare, or challenge the findings, thereby providing a comprehensive, objective, and evidence-based interpretation of the results.

Profile of the Respondents

Table 1 on the next page presents the demographic profile of the respondents involved in this study. The respondents consisted of members of the Philippine Rural Development Project (PRDP) proponent groups who are directly engaged in the implementation and day-to-day operations of their respective enterprise activities. Their direct participation in enterprise operations qualifies them as appropriate respondents for assessing the organizational commitment, marketing competencies, and enterprise operations of their respective proponent groups.

Table 1. Frequency and Percentage Distribution of the PRDP Proponent Group Members According to Profile.

Profile	Category	f	%
Age	20-29 years old	6	4.3
	30-39 years old	20	14.3
	40-49 years old	61	43.6
	50-59 years old	37	26.4
	60 years old and above	16	11.4
	Total	140	100
Sex	Male	79	56.43
	Female	61	43.57
	Total	140	100
Civil Status	Single	16	11.43
	Married	114	81.43
	Widow/Widower	8	5.71
	Separated	2	1.43
	Total	140	100
Educational Attainment:	Elementary	7	5.00
	High School	82	58.57
	Vocational	27	19.29
	College	24	17.14
	Total	140	100
Position in Organization:	Proponent Group Officers	16	11.43
	Enterprise Manager	5	3.57
	Member of Project Management Team (PMT)	119	85.00

	Total	140	100
Length of Membership in Organization:	Less than 1 year	0	0
	1-3 years	10	7.14
	4-6 years	33	23.57
	7-10 years	50	35.71
	more than 10 years	47	33.57
	Total	140	100

The demographic profile of 140 respondents includes the respondents' age, sex, civil status, educational attainment, position in the organization, and length of membership in the organization. These variables provide a comprehensive description of the respondents and establish the context within which the study findings are interpreted. Understanding the demographic characteristics of the respondents is important because these factors may influence their level of organizational commitment, marketing competencies, and involvement in enterprise operations.

The data are presented using frequency counts and percentages to illustrate the distribution of respondents across the identified demographic variables. The succeeding discussion highlights the characteristics of the respondents and examines the observed patterns in relation to the objectives of the study, providing a clearer understanding of the composition of the PRDP proponent groups and the context of their enterprise operations.

In terms of age, the largest proportion of the respondents belong to the 40–49 years old age group, accounting for 61 respondents (43.6%). This is followed by those aged 50–59 years with 37 respondents (26.4%), while 20 respondents (14.3%) were between 30 and 39 years old. Respondents aged 60 years and above comprise 16 (11.4%), whereas only six respondents (4.3%) are between 20 and 29 years old. The findings indicate that the majority of the respondents are in their middle adulthood years, suggesting that those directly involved in the enterprise activities possess considerable life and work experience that may contribute to effective organizational participation and enterprise management.

This finding is supported by Allen and Meyer (1997), who examined organizational commitment in relation to career-stage variables, including employee age, organizational tenure, and positional tenure. Their study found that affective and normative commitment increased significantly with employee age, while continuance commitment was more closely associated with organizational and positional tenure. These findings suggest that age and accumulated organizational experience may be relevant to the development of organizational commitment. In the context of the present study, the predominance of respondents in the 40–49 and 50–59 age groups may indicate that many respondents have reached a stage in which accumulated work and organizational experiences can contribute to their involvement and commitment to their respective organizations.

With regard to sex, 79 respondents (56.43%) are male, while 61 respondents (43.57%) are female. The relatively balanced distribution of male and female respondents indicates that both genders actively participate in the operations of the PRDP proponent groups, although male members constitute a slightly larger proportion of those directly engaged in enterprise activities. This finding is supported by Esguerra et al. (2023), who found that women actively participate in agricultural cooperatives through membership, leadership, governance, and organizational activities. Similarly, Castro-Bernardo and Cruz (2022) reported that cooperative membership provides rural women with opportunities for economic and social participation. These studies support the present finding that both male and female members actively participate in the PRDP proponent groups.

Regarding civil status, the majority of the respondents are married, with 114 respondents (81.43%), followed by 16 single respondents (11.43%). Meanwhile, eight respondents (5.71%) are widowed, and two respondents (1.43%) are separated. This indicates that most respondents have family responsibilities that may shape their

participation and commitment to enterprise activities. This finding is supported by Mina et al. (2026), who found that marital status significantly relates to cooperative member commitment among Filipino cooperative members. The study suggests that family responsibilities may influence members' involvement in cooperative activities.

In terms of educational attainment, most respondents have completed high school, comprising 82 respondents (58.57%). This is followed by 27 respondents (19.29%) who have completed vocational education and 24 respondents (17.14%) who have attained a college education. Only seven respondents (5%) have completed elementary education, while none have pursued graduate studies. These findings indicate that the respondents generally possess basic to intermediate educational qualifications that may support their participation in enterprise and organizational activities. This finding is supported by Antenorio et al. (2025), who found that educational attainment significantly influenced financial knowledge, behavior, and attitudes among agricultural cooperative members in Cateel, Davao Oriental, highlighting the importance of education in strengthening members' knowledge and participation in cooperative activities.

As to their position in the organization, the majority of the respondents, 119 (85.00%), are members of the Project Management Team (PMT). Sixteen respondents (11.43%) serve as Proponent Group Officers, while five respondents (3.57%) are designated as Enterprise Managers. The absence of respondents under the "Others" category indicates that the participants are primarily composed of individuals directly involved in planning, implementing, and managing enterprise operations, making them appropriate respondents for the study. The finding is supported by Malbas and Gabronino (2026), who surveyed agricultural cooperative officers and heads of office with managerial or supervisory responsibilities to assess organizational performance. Similarly, Bautista (2026) examined the managerial competencies of cooperative officers in relation to financial performance. Paradero et al. (2022) also included board members, managers, officers, and members in assessing cooperative effectiveness. These studies support the selection of respondents who are directly involved in organizational management and enterprise operations, making the respondents in the present study appropriate sources of information.

In terms of length of membership in the organization, the largest group of respondents has been members for 7–10 years, with 50 respondents, followed closely by 47 respondents who have been members for more than 10 years. Meanwhile, 33 respondents have been members for 4–6 years, and 10 respondents have belonged to the organization for 1–3 years. The findings suggest that most respondents have been affiliated with their organizations for several years, indicating substantial organizational experience and familiarity with the operations, programs, and activities of their respective PRDP proponent groups. Their long-term membership strengthens the credibility of their responses regarding organizational commitment, marketing competencies, and enterprise operations. The finding is supported by Mina et al. (2026), who found that membership tenure is an important dimension of cooperative commitment and that longer-term members tend to demonstrate sustained engagement in cooperative activities. This supports the present finding that respondents with longer membership may have greater familiarity with and experience in organizational and enterprise operations.

Overall, the demographic profile indicates that the respondents are predominantly middle-aged, married, high school-educated members of the Project Management Team who have been affiliated with their organizations for several years. These characteristics suggest that the respondents possess the experience, organizational involvement, and practical knowledge necessary to provide reliable and informed responses to the variables examined in the study.

Level of Organizational Commitment of PRDP Proponent Group Members

Table 2 on the next page presents the results of the level of organizational commitment of PRDP proponent group members assessed across the three dimensions of organizational commitment: affective commitment, continuance commitment and normative commitment.

Table 2. Level of Organization Commitment of PRDP Proponent Group members in Terms of Affective Commitment, Continuance Commitment and Normative Commitment

Statements	Mean	SD	Interpretation
Affective Commitment	2.89	.21	High
1. I feel a strong sense of belonging or attachment to the organization.	2.94	.23	High
2. I am proud to be a member of the organization.	2.93	.26	High
3. I am happy to talk about our organization to other people.	2.89	.31	High
4. I have a deep emotional connection to the organization.	2.81	.41	High
5. I consider the success of the organization as my own success.	2.86	.34	High
Continuance Commitment	2.68	.32	High
1. It would be difficult for me to leave the organization.	2.61	.52	High
2. I have already invested a lot of time and effort in this organization.	2.79	.41	High
3. I would lose important opportunities if I leave the organization.	2.70	.48	High
4. Staying in the organization is beneficial to my economic situation.	2.74	.46	High
5. I stay in the organization because of the benefits I receive.	2.56	.51	High
Normative Commitment	2.84	.24	High
1. I feel a responsibility to stay in the organization.	2.85	.36	High
2. I believe that loyalty to the organization is important.	2.90	.30	High
3. I feel obligated to support the activities of the organization.	2.84	.37	High
4. I am willing to help beyond my assigned responsibilities.	2.78	.42	High
5. I feel a sense of gratitude to the organization for the opportunities it has given me.	2.84	.37	High
Organizational Commitment as a Whole	2.80	.20	High

Legend: (2.34 – 3.00) - High; (1.67 – 2.33) - Moderate; (1.00 – 1.66) - Low

Table 2 on the previous page presents the level of organizational commitment of the PRDP proponent group members in terms of affective, continuance, and normative commitment. The results indicate that the respondents exhibit an overall high organizational commitment, with an overall mean of 2.80 (SD = 0.20). The low standard deviation indicates that the respondents' responses are highly consistent, suggesting a common perception regarding their commitment to the organization.

Among the three dimensions of organizational commitment, affective commitment obtain the highest mean score of 2.89 (SD = 0.21), indicating a high level of emotional attachment and identification with the organization. The highest-rated indicators are the respondents' sense of belonging or attachment (M = 2.94, SD = 0.23) and pride in being a member of the organization (M = 2.93, SD = 0.26). These results indicate that respondents

generally report a strong sense of connection and identification with their respective organizations. This finding is consistent with the Three-Component Model of Organizational Commitment proposed by Meyer and Allen (1997), which describes affective commitment as an emotional attachment to and identification with an organization. Similarly, Robbins and Judge (2023) emphasized that positive work relationships, organizational support, and job satisfaction are associated with stronger emotional commitment and employee engagement.

Continuance commitment obtain the lowest mean score among the three dimensions, at 2.68 (SD = 0.32), although it remains at a high level based on the study's interpretation scale. The highest-rated indicator is the respondents' recognition of their investment of time and effort in the organization (M = 2.79, SD = 0.41), while reliance on organizational benefits receive the lowest rating (M = 2.56, SD = 0.51). This pattern suggests that respondents placed greater importance on their accumulated time and effort than on material or organizational benefits when assessing their continued involvement. The finding is consistent with Meyer and Allen's (1997) Three-Component Model, which explains continuance commitment in terms of perceived costs and investments associated with leaving an organization. Similarly, Dessler (2023) noted that both tangible and intangible investments may be considered in decisions regarding continued organizational membership.

Normative commitment obtain a mean score of 2.84 (SD = 0.24), indicating a high level of perceived loyalty and responsibility toward the organization. The highest-rated indicator was the belief that loyalty to the organization is important (M = 2.90, SD = 0.30). This finding suggests that respondents generally recognize the importance of loyalty and responsibility toward their respective organizations. The result is consistent with Meyer and Allen's (1997) model, which characterizes normative commitment as a sense of obligation to remain with and support an organization. It also aligns with Lussier (2021), Robbins and Judge (2023), and Colquitt et al. (2025), who highlighted the relevance of organizational support, trust, shared values, and ethical practices in strengthening employees' sense of commitment and responsibility.

Overall, the respondents report a high level of organizational commitment across the affective, continuance, and normative dimensions. Affective commitment emerge as the strongest dimension, while continuance commitment is the weakest, although both are assessed at a high level. The relatively low standard deviations indicate limited variation in the responses, suggesting generally consistent assessments of the respondents' emotional attachment, perceived costs and investments associated with continued membership, and sense of obligation toward their organizations.

Level of Marketing Competencies of PRDP Proponent Group Members

Table 3 below presents the results of the marketing competencies of PRDP proponent group members in terms of product development and quality management, pricing strategies, promotion and communication and market networking and customer relations.

Table 3. Level of Marketing Competencies of PRDP Proponent Group Members in terms of Product Development and Quality Management, Pricing Strategies, Promotion and Communication and Market Networking and Customer Relations.

Statements	Mean	SD	Interpretation
Product Development and Quality Management	2.61	.38	High
1. Our products meet customer expectations.	2.61	.50	High
2. The quality of our products is consistently maintained.	2.58	.50	High
3. Our products are regularly improved.	2.63	.51	High
4. The product packaging increases marketability.	2.59	.49	High
5. Strict product quality standards are being followed.	2.63	.50	High

Pricing Strategies	2.73	.35	High
1. The product price is based on production or manufacturing cost.	2.84	.38	High
2. The price of our product is competitive in the market.	2.66	.49	High
3. The customers' purchasing capacity is considered in setting the price.	2.73	.48	High
4. The pricing strategy helps increase the enterprise's income.	2.80	.40	High
5. The product price is regularly reviewed and adjusted.	2.63	.54	High
Table 3 Continuation.			
Promotion and Communication	2.64	.33	High
1. The enterprise actively promotes its products.	2.76	.44	High
2. Promotional materials are regularly used.	2.26	.50	Moderate
3. Social media is used to market the products.	2.57	.51	High
4. Product information is effectively communicated to customers.	2.79	.42	High
5. Promotional activities help increase sales.	2.83	.41	High
Market Networking and Customer Relations	2.82	.28	High
1. The organization maintains good relationships with buyers.	2.86	.36	High
2. Customer feedback and suggestions are regularly sought.	2.74	.46	High
3. Customer complaints are addressed immediately.	2.74	.44	High
4. The organization actively seeks new market opportunities.	2.83	.40	High
5. Good customer relationships help drive the success of the enterprise.	2.91	.28	High
Marketing Competencies as a Whole	2.70	.26	High

Legend: (2.34-3.0)-High; (1.67-2.33) Moderate (1.0 –1.66)-Low

The findings reveal a high level of marketing competencies among PRDP Proponent Group members, with an overall mean score of 2.70 (SD = 0.26). The relatively low standard deviation indicates limited variation in the responses, suggesting generally consistent assessments of the respondents' marketing-related practices. Among the four dimensions, Market Networking and Customer Relations obtain the highest mean score (M = 2.82, SD = 0.28), while Product Development and Quality Management record the lowest (M = 2.61, SD = 0.38), although both dimensions are interpreted as high.

Product Development and Quality Management obtain a high mean score of 2.61 (SD = 0.38), indicating favorable assessments of practices related to product quality and improvement. The finding suggests that respondents generally recognized the importance of maintaining product quality and responding to customer expectations. This is consistent with Kotler, Keller, and Chernev (2021), who emphasized the importance of

product quality in creating customer value and competitive advantage. Similarly, Armstrong et al. (2021) highlighted the role of product improvement and quality assurance in delivering customer value.

Pricing Strategies obtain a high mean score of 2.73 (SD = 0.35), with pricing based on production cost receiving the highest rating (M = 2.84). This indicates that respondents generally reported the use of pricing practices that consider production costs and other business considerations. The finding is consistent with Kotler et al. (2021), who emphasized the importance of aligning pricing decisions with customer value and organizational objectives. Cravens and Piercy (2021) likewise highlighted the role of strategic pricing in supporting competitiveness and financial performance.

Promotion and Communication obtain a high mean score of 2.64 (SD = 0.33). However, the use of promotional materials received a moderate rating (M = 2.26), identifying this as an area that may warrant further attention. The finding suggests that while respondents generally assessed their promotional and communication practices favorably, the use of promotional materials could be further strengthened. Armstrong et al. (2021) emphasized the importance of integrated marketing communication in developing customer awareness and engagement, while Kotler et al. (2021) highlighted the role of consistent promotional activities in reaching target markets.

Market Networking and Customer Relations obtain the highest mean among the four dimensions, at 2.82 (SD = 0.28), indicating a high level of assessment in practices related to customer relationships and market networking. The finding suggests that respondents generally placed considerable emphasis on maintaining customer relationships and identifying market opportunities. This is consistent with Cravens and Piercy (2021), who emphasized the importance of customer relationships in developing competitive advantage, and Hisrich, Peters, and Shepherd (2022), who highlighted the relevance of customer engagement and responsiveness to market needs in entrepreneurship.

Overall, the findings indicate a high level of marketing competencies among the PRDP Proponent Group members. Market Networking and Customer Relations emerge as the strongest dimension, while Product Development and Quality Management is the weakest, although both remain at a high level. The findings indicate generally favorable assessments across product management, pricing, promotion, and customer relations, with the results providing a basis for sustaining stronger areas and addressing dimensions that received comparatively lower ratings.

Level of Enterprise Operations Performance of PRDP Proponent Group Members

Table 4 on the next page presents the level of enterprise operations of PRDP Proponent Groups in Production efficiency, Financial Management, Operational Management and Sustainability and Growth.

Table 4. Level of Enterprise Operations Performance of PRDP Proponent Groups in Terms of Production efficiency, Financial Management, Operational Management and Sustainability and Growth

Statements	Mean	SD	Interpretation
Production Efficiency	2.48	.41	High
1. The production activities are properly planned and scheduled.	2.67	.53	High
2. Production targets are often met.	2.06	.70	Moderate
3. Required materials and inputs are available when needed.	2.35	.68	High
4. Resources in production are used efficiently.	2.71	.46	High
5. Product quality standards are maintained during production.	2.62	.49	High
Financial Management	2.58	.40	High

1. Financial transactions are properly and accurately recorded.	2.68	.54	High
2. Financial reports are prepared regularly.	2.61	.56	High
3. Budgeting procedures are effectively implemented.	2.66	.51	High
4. Enterprise funds are used properly.	2.66	.55	High
5. The enterprise generates sufficient income/sales from its operations.	2.32	.70	High
Operational Management	2.71	.30	High
1. The roles and responsibilities of each member are clear.	2.81	.41	High
2. Enterprise activities are properly implemented.	2.63	.51	High
3. Organizational policies are regularly and properly enforced.	2.85	.38	High
4. Members actively participate in enterprise operations.	2.54	.50	High
5. Decision-making in the enterprise is effective.	2.71	.46	High
Sustainability and Growth	2.72	.28	High
1. The enterprise has the capacity to sustain its financial operations.	2.51	.57	High
2. Members remain committed to the activities of the enterprise.	2.73	.45	High
3. The enterprise can continue its operations in the long term.	2.66	.47	High
4. Market demand supports the growth of the enterprise.	2.79	.41	High
5. The enterprise has plans for expansion and further development.	2.89	.32	High
Enterprise Operations Performance	2.62	.25	High

Legend: (2.34-3.0)-High; (1.67-2.33) Moderate (1.0 –1.66)-Low

Production Efficiency obtain a high mean score of 2.48 (SD = 0.41), indicating favorable assessments of production practices related to scheduling, resource utilization, and maintenance of product quality standards. However, the moderate rating for meeting production targets (M = 2.06) identifies an area that may require further attention, particularly in production capacity, planning, and process control. This finding is consistent with Heizer, Render, and Munson (2023) and Stevenson (2024), who emphasized the importance of effective planning, scheduling, resource allocation, and continuous improvement in achieving operational efficiency. Similarly, Slack, Brandon-Jones, and Burgess (2022) noted that operational efficiency involves the effective transformation of resources into outputs while maintaining quality and minimizing waste.

Financial Management obtain a high mean score of 2.58 (SD = 0.40), indicating favorable assessments of practices involving transaction recording, financial reporting, budgeting, and fund utilization. These results suggest that respondents generally perceived the enterprise to have established financial management practices. The finding is consistent with Brigham and Ehrhardt (2023), who emphasized the importance of planning, allocation, and control of financial resources. Gitman, Juchau, and Flanagan (2022) and Horngren, Datar, and Rajan (2021) likewise highlighted the relevance of budgeting and cost management to sound financial decision-making.

Operational Management obtain a high mean score of 2.71 (SD = 0.30), indicating favorable assessments of practices related to enterprise activities, member responsibilities, organizational policies, and decision-making. The results suggest that respondents generally perceived the enterprise's management practices and organizational processes favorably. This finding is consistent with Robbins and Coulter (2022), Daft (2022), and Griffin (2022), who emphasized planning, organizing, coordinating, and controlling as key management functions.

Sustainability and Growth obtain the highest mean among the four dimensions, at 2.72 (SD = 0.28), indicating a high level of assessment. The highest-rated indicator is having plans for expansion and further development (M = 2.89), suggesting that respondents generally perceived the enterprise as having plans for future development. This finding is consistent with Scarborough and Cornwall (2023) and Hisrich, Peters, and Shepherd (2022), who emphasized strategic planning, market awareness, and continuous improvement in enterprise development. Wheelen et al. (2024) likewise highlighted the importance of strategic management and innovation in supporting organizational growth and competitiveness.

Overall, enterprise operations performance obtain a high mean score of 2.62 (SD = 0.25). Sustainability and Growth emerge as the strongest dimension, while Production Efficiency is the weakest, although both are interpreted as high. The moderate rating for meeting production targets (M = 2.06) further identifies a specific area for improvement. The relatively low standard deviation indicates limited variation in the responses, suggesting generally consistent assessments across the dimensions of production efficiency, financial management, operational management, and sustainability and growth.

Relationship Between Organizational Commitment and Enterprise Operations of PRDP Proponent Groups

Table 5 below presents the results of the [Spearman Rank-Order Correlation] test conducted to determine the relationship between organizational commitment and enterprise operations performance among PRDP proponent group members.

Table 5. Relationship Between Organizational Commitment and Enterprise Operations of PRDP Proponent Groups

Variable	Test Statistics (r_s)	P-value	Decision for H_0	Interpretation
Organizational Commitment Vs Enterprise Operations Performance	0.203	0.016	Reject H_0	Significant

The results show a statistically significant positive relationship between organizational commitment and enterprise operations performance ($r_s = 0.203$, $p = 0.016$). Since the p-value is below the 0.05 level of significance, the null hypothesis is rejected. The finding indicates a weak positive association between organizational commitment and enterprise operations performance, suggesting that higher levels of organizational commitment tend to be observed alongside more favorable assessments of enterprise operations performance.

This finding is consistent with Meyer and Allen's (1997) Three-Component Model of Organizational Commitment, which explains organizational commitment in terms of emotional attachment, perceived costs of leaving, and a sense of obligation to remain with an organization. It is also consistent with Robbins and Judge (2023) and Colquitt et al. (2025), who emphasize the relationship between organizational commitment, employee involvement, and organizational effectiveness. Likewise, Hisrich et al. (2022) and Scarborough and Cornwall (2023) highlight the relevance of member commitment to the continued development and sustainability of enterprises.

Relationship Between Marketing Competencies and Enterprise Operations

Table 6 below presents the results of the Spearman Rank-Order Correlation Test used to determine the significant relationship between marketing competencies and enterprise operations performance among PRDP proponent group members.

Table 6. Relationship Between Marketing Competencies and Enterprise Operations of PRDP Proponent Groups

Variable	Test Statistics	P-value	Decision for Ho	Interpretation
Marketing Competencies Vs Enterprise Operations Performance	0.720	<0.001	Reject Ho	Significant

The results reveal a statistically significant strong positive relationship between marketing competencies and enterprise operations performance ($r = 0.720$, $p < 0.001$). Since the p-value is below the 0.05 level of significance, the null hypothesis is rejected. The finding indicates that marketing competencies are strongly and positively associated with enterprise operations performance. This association suggests that favorable assessments of product development, pricing strategies, promotion, and customer relationship management tend to occur alongside more favorable assessments of enterprise operations performance.

This finding is consistent with Kotler, Keller, and Chernev (2021), who emphasize that effective marketing practices are important in creating customer value, maintaining competitiveness, and supporting organizational objectives. It is also consistent with Armstrong et al. (2021) and Cravens and Piercy (2021), who highlight the relevance of marketing competencies in understanding customer needs, positioning products in the market, and developing customer relationships. Furthermore, Hisrich et al. (2022) and Scarborough and Cornwall (2023) emphasize the importance of effective marketing practices in identifying market opportunities and supporting the continued development of entrepreneurial ventures.

Overall, the significant strong positive relationship indicates that marketing competencies are an important area of consideration in understanding enterprise operations performance. However, the finding represents an association between the variables and should not be interpreted as evidence that marketing competencies cause improvements in enterprise operations performance.

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents a concise summary of the major findings of the study, focusing on the levels of organizational commitment, marketing competencies, and enterprise operations performance among PRDP Proponent Group members and to examine the relationships among these variables. Based on the findings, this chapter synthesizes the significant results, formulates conclusions that directly address the research objectives, and offers recommendations to enhance organizational practices and guide future research in this field.

Summary of Findings

The major findings of the study are summarized as follows:

1. The demographic profile of the 140 respondents showed that the majority were aged 40–49 years (43.6%), male (56.43%), married (81.43%), and high school graduates (58.57%). Most respondents (85.0%) were members of the Project Management Team (PMT). In terms of organizational affiliation, 35.71% had been members for 7–10 years.
2. The respondents reported a high level of organizational commitment, with an overall mean score of 2.80 (SD = 0.20). The relatively low standard deviation indicates limited variation in the responses, suggesting generally consistent assessments among the respondents.
3. The findings revealed a high level of marketing competencies among PRDP Proponent Group members, with an overall mean score of 2.70 (SD = 0.26). The relatively low standard deviation indicates limited

variation in the responses, suggesting generally consistent assessments across the dimensions of product management, pricing, promotion, and customer relationship management.

4. The findings revealed a high level of enterprise operations performance among PRDP Proponent Group members, with an overall mean score of 2.62 (SD = 0.25). The relatively low standard deviation indicates limited variation in the responses, suggesting generally consistent assessments across the dimensions of production, financial management, and sustainability practices.
5. The findings revealed a statistically significant positive relationship between organizational commitment and enterprise operations performance ($r = 0.203$, $p = 0.016$). Since the p-value was below the 0.05 level of significance, the null hypothesis was rejected, indicating a significant positive association between the two variables.
6. The findings revealed a statistically significant strong positive relationship between marketing competencies and enterprise operations performance ($r = 0.720$, $p < 0.001$). Since the p-value was below the 0.05 level of significance, the null hypothesis was rejected, indicating a significant positive association between the two variables.

Conclusions

Based on the findings of the study, the following conclusions were drawn:

1. The PRDP Proponent Group members had relevant organizational experience and direct involvement in enterprise activities, providing a suitable basis for assessing organizational commitment, marketing competencies, and enterprise operations performance within the study context. However, the findings are limited to the participating groups in Negros Occidental and should be interpreted in light of the purposive sampling and self-reported data.
2. The PRDP Proponent Group members possess strong attachment, loyalty, and willingness to support their respective organizations.
3. The PRDP Proponent Group members exhibit a high level of capability to manage key marketing activities such as product management, pricing, promotion, and customer relationship management.
4. The PRDP Proponent Group enterprises demonstrated effective practices in production management, financial operations, resource utilization, and sustainability.
5. Organizational commitment was significantly and positively associated with enterprise operations performance.
6. Marketing competencies were significantly and strongly positively associated with enterprise operations performance.

Recommendations

In view of the findings and conclusions of the study, the following recommendations are proposed:

1. The existing level of organizational commitment should be sustained and further strengthened through initiatives that promote teamwork, shared decision-making, leadership development, and active participation in organizational programs. These efforts may reinforce members' commitment and continued support for enterprise goals.
2. Although the respondents demonstrated a high level of marketing competencies, continuous capacity-building programs may be pursued to further strengthen skills in market promotion, digital marketing, branding, customer engagement, and marketing strategy development. Greater attention to these areas may support broader market reach and competitiveness.

3. PRDP Proponent Group enterprises may further strengthen their operational practices in production planning, financial management, resource utilization, and sustainability. Greater attention may be given to production target achievement and income-generating activities to support long-term enterprise development.
4. Government agencies, partner organizations, and other stakeholders involved in PRDP implementation may provide sustained technical assistance, mentoring, and monitoring support to help proponent groups maintain organizational commitment, enhance marketing capabilities, and improve enterprise performance.
5. Future studies may examine additional factors associated with enterprise operations performance, including financial access, government support, digital marketing capabilities, market conditions, technological adoption, leadership practices, and innovation capacity. Research may also employ larger and more diverse samples, probability-based sampling, broader geographical coverage, and longitudinal designs to further validate and extend the findings.

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