Organizational resilience among retail industry in Batangas province

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Abstract

This study determined the organizational resilience of the retail industry in Batangas Province. It examined how the retail sector handles and bounces back from adversities such as natural disasters, economic downturns, and changing consumer preferences. The descriptive method was used to describe the organizational resilience of the retail industry. The survey questionnaires were distributed to 404 retail store owners who had experienced difficulties during disruptive events. The study found that most retail industries have strong organizational resilience in terms of robustness, agility, and integrity. Moreover, there is a significant difference between organizational resilience, business location, and the number of years in operation. The findings of this study would benefit the retail industry in withstanding the unforeseen events that can affect business operations. To maintain growth and competitiveness in an increasingly unstable environment, this study advances our understanding of how the retail industry may strengthen its ability to endure and bounce back from setbacks. Hence, the researcher proposed a business continuity plan to guide the retail industry on what to do if they experience these unforeseen events. Further, this study may also add inputs to policy development in the Philippines, grounded on both local and international frameworks. These inputs can guide national and local agencies such as the Department of Trade and Industry (DTI), the National Disaster Risk Reduction and Management Council (NDRRMC), and local government units in the Philippines.

Keywords: *Organizational Resilience; Disaster Risks; Robustness; Agility; Integrity; Business Continuity Plan*

1. Introduction

The concept of organizational resilience is complex, dynamic, and becoming more and more relevant across disciplines. Although conceptual research and case-specific investigation have advanced, there are still significant gaps in theoretical integration, measurement, and contextual application. This review emphasizes the possibility for a more thorough and useful understanding of how the retail industry survives and thrives amid uncertainty by placing the current study within both established and developing frameworks.

In addition, organizational resilience is an organization's ability to anticipate, plan, respond, and adjust to progressive changes and unexpected disturbances to survive and succeed. It is a holistic framework to manage risk, react to incidents, and plan for an organization's future success. In addition, a resilient organization is one that not only survives over the long term but also thrives by passing the test of time. A resilient organization also means being robust, agile, and having integrity. These three factors should all come together in an organization to succeed and operate continuously for a long time. Thus, all businesses are recognizing the importance of robustness, agility, and integrity.

Further, organizational resilience requires an organization to quickly adapt and respond to progressive changes and unexpected disturbances to survive and succeed. Disasters like Typhoon Haiyan (also known as Super Typhoon Yolanda) in November 2013, Taal Volcano eruption in January 2020, Covid 19 pandemic in March 2020 and the recent typhoons which slaughtered our country served as a reminder that businesses need to engage in emergency preparedness activities to enhance their resilience in the event of a disaster.

Additionally, the majority of micro, small, and medium enterprises, including the retail industry sector in our country, are non-compliant with the industry norms and regulations, restricting their capacity to adapt to disruptive events. Thus, the effect of disasters can be devastating to business operations and sustainability. The retail industry, being resource-constrained, is less resilient. Recent studies showed that, although relatively versatile, MSMEs, including the retail industry in the Philippines, have limited access to a wider range of coping strategies and are generally not prepared for disasters.

Fortunately, the Department of Trade and Industry and the Asian Disaster Preparedness Center launched a project, "Strengthening the Disaster Resilience of Small and Medium Enterprises in Asia," which seeks to engage micro, small, and medium enterprises (MSMEs) in the Philippines on disaster risk management (DRM) activities. This government initiative will build disaster resilient businesses nationwide through the identifying actions to strengthen resilience of micro, small and medium-sized enterprises, providing technical assistance in strengthening resilience to selected MSMEs on a demand-driven basis, supporting governments in strengthening the enabling environment that promotes risk sensitive and informed investments by SMEs; and facilitating knowledge sharing at the regional level. Through these

diverse programs, the Department of Trade and Industry has a major impact on organizational resilience in the Philippines, giving the retail industry the resources, know-how, and assistance they need to prosper in a constantly changing economic landscape. Moreover, it is also right that the businesses ensure their sustainability and estimate their capacity to be resilient in times of disaster. Hence, business owners need to consider and prepare for these disruptive events to continue their business operations.

Likewise, many studies have been conducted regarding the resilience of micro, small, and medium enterprises, but only a few for the organizational resilience of the retail industry specifically. The researcher wanted to fill that gap and contribute to the limited literature on the resilience of the retail industries; hence, this study was conducted.

2. Objectives

This study assessed the organizational resilience among the retail industry in Batangas Province. Specifically, the study sought to answer the following questions:
1) What is the profile of the retail industry in terms of:
a) asset size.
b) business location.
c) average monthly net income; and
d) Number of years in operation?
2) How may the components of organizational resilience of the enterprise be described in terms of:
a) robustness.
b) agility; and
c) integrity.
3) Is there a significant difference in the assessment of the retail industry in their organizational resilience when grouped according to business profile?
4) Based on findings, what resilient Business Continuity Plan for the retail industry may be proposed?

3. Methodology

This study is concerned with the organizational resilience in the retail industry in Batangas Province. To attain such concern, this study utilized both quantitative and qualitative approaches. Likewise, it also used a descriptive method of research to describe the organizational resilience among the retail industry in the Batangas Province. A random sampling technique was also used to determine the possible respondents. Primary data was utilized from the respondents of the study and participants' interviews. The said interview was conducted at different times to elicit responses that formed part of the issues and challenges relative to disaster risks. Moreover, the interview used a structured questionnaire, and the resulting transcripts were utilized to answer the issues and challenges faced by the retail industry.

Meanwhile, for the quantitative method, the researcher-made questionnaire was composed of three parts: Part I dealt with the business profile, and Part II, which was an adapted questionnaire, dealt with the organizational resilience. On the other hand, a structured questionnaire was utilized to elicit responses that formed part of the issues and challenges faced by the retail industry. The adapted questionnaire and the researcher-made questionnaire underwent validation by the panel members. It was also tested for its reliability using Cronbach's alpha, with .90 for organizational resilience, with 30 respondents in Laguna during its dry run. The actual survey was conducted in Batangas Province with 404 respondents. To evaluate the responses, a four-point Likert scale was used. The statistical tools that were used to analyze the data were percentage, weighted mean, and Chi-square.

The Likert scale used was: 3.5- 4.0- exceptional, 3.49- 2.5-strong, 2.49-1.5-established, and 1.49-1.0-developing.

4. Results and discussion

Business Profile of the Retail Industry
This section discusses the business profile of the retail industry in terms of asset size, business location, average monthly net income, and number of years in operation.

4.1. Asset size

In terms of asset size, P3,000,000 and below got the highest frequency of 376, or 93.1 percent of the total responses. On the other hand, P15,000,001 and above got the lowest distribution of 6 or 1.5 percent of the total responses. This manifested that most retail industry in Batangas Province was dominated by P3,000,000 and below in asset size.

The results showed that most of the respondents have an asset size of P3,000,000 and below. This means that the retail industry in Batangas Province has a low asset size, but with good and effective management, it can still earn a profit. This analysis found support in the study of Battisti and Deakins (2017), which showed that SMEs with strong leadership and adaptive cultures can outperform larger firms' post-crisis, despite having fewer assets.

4.2. Business location

The findings of the study showed that District 3 has the highest frequency of 120 or 29.7 while the lowest is District 2 with a frequency of 36 or 8.9 percent of the total responses.

It also revealed that most of the retail industry was from District 3, which comprises the municipalities of Agoncillo, Alitagtag, Balete, Cuenca, Laurel, Malvar, Mataas na Kahoy, Santa Teresita, Sto. Tomas, Talisay, Tanuan and San Nicolas. The reason for this is that these municipalities are surrounded by scenic views and beautiful beaches, which tourists love. Likewise, these findings also revealed that the retail industry in District 3 is strategically located where tourist destinations are high. And people often go to a place convenient to them. According to Edvinsson and Falk (2019), location is a mantra for retail success. Store location is a retailer's most costly and long-term marketing mix decision. Unlike a bad pricing or promotional decision, a poor store location adversely affects the business. Location also relies on a great deal of visibility and exposure to the target market.

4.3. Average monthly net income

The result showed that P84,000 and below has the highest frequency of 344 or 85.1 percent of the total responses. And P1,242,000 and above has the lowest frequency of 1 or .2 percent of the total responses.

The result also revealed that most retail industries earn P84,000 or less, a sustainable amount considering that they have a wide competition in the market. It also provides income generation opportunities to low-income groups. This claim is supported by the study of Parilla (2017) that retail industries in Ilocos Norte earn an average of P150,000 and below, which is good enough for the sustainability of business operations. However, if disruptive events arise, this amount cannot cover the costs that these disruptive events may bring.

4.4. Number of years in operation

The findings showed that 0-5 years in operation had the highest frequency, with 201, or 49.8 percent. The lowest was 11-15 years in operation, with a frequency of 37, or 9.2 percent.

Based on the result, it can be gleaned that most of the retail industry is still young and not yet stable in its business operations. It can easily be affected by various disasters. Moreover, it also shows that even if tight competition exists, it can continue and thrive, but it needs help from the Department of Trade and Industry and the government to overcome the losses, recover, and operate again, opening more job opportunities to the province and the country as well.

According to Martinez (2020), in an article on how to survive your first five years of new business, the number of years a business has been operating is largely considered in determining the degree of its stability. The length of time an establishment has been operating is an indication of effective management and application of strategies in the operation of the business. Moreover, businesses that have managed to stay in business for a long period have proven their ability to adapt and change with the times.

Organizational Resilience

In the study of Kantur and Issey (2015), which addresses a significant gap in the organizational resilience research, the authors developed a reliable and valid scale to measure organizational resilience. This scale is designed to assess how organizations respond to and recover from disruptions. Hence, in assessing the organizational resilience of the retail industry, the variables used were robustness, agility, and integrity.

4.5. Robustness

The result of the table showed a composite mean of 3.27 and a categorical response of strong. This confirms that most of the retail industry has a strong ability to face the risks that may happen in the business and does not easily give up. Further, a robust retail industry can develop and execute strategies quickly. Hence, retail owners must be creative and have an open mind and a balanced approach to managing risks.

This analysis found support from Johnson and Lim (2023), who pointed out that the retail industry has shown great resilience from ongoing disruption over the last five years, from the COVID pandemic and the Taal Volcano eruption. Furthermore, the rise of digital platforms also hinders the growth of the retail industry sector. As the industry evolves, lessons learned from these past disruptions will be used to strengthen and manage the risks. Once risk is managed, it would be beneficial for the retail industry. The mantra is to keep putting one foot in front of the other and keep going.

Meanwhile, in terms of not giving up and continuing its path, the retail industry in Batangas Province has a strong organizational resilience with the highest weighted mean of 3.31. This can mean that the retail industry needs to reinvent itself to recover quickly and continue its operation. Further, organizational resilience is vital in managing risks and seizing opportunities that potentially transform the performance of the retail industry.

This is supported by an article on BSI (2020) about helping small businesses like retail industries to grow and thrive, which stated that resilient organizations are Darwinian in the sense that they can adapt to a changing environment to remain fit for their purpose. They are flexible and proactive, seeing, anticipating, creating, and taking advantage of new opportunities in order, ultimately, to pass the test of time. With few layers of management, the small enterprise can adapt to an ever-changing environment, be flexible when responding to problems and challenges, and be well placed to introduce and develop new ideas.

Meanwhile, in terms of showing resistance to the end in order not to lose, the retail industry in Batangas Province has strong organizational resilience with the lowest weighted mean of 3.23. This means that at some point, unpredictable events happened, such as political risks, crimes, and riots, and the ability of the retail industry to resist and fight off these threats may persist. Further, this may also mean that the retail industry can gauge and test the strength of competitors so as not to lose in the end. However, many success stories were learned from failures, and only a few embrace that learning method.

This claim finds support in the study of Adeleye et. al. (2018) about the risk exposures and mitigation approaches of small and medium enterprises in Nigeria. The study found out that SME's in Nigeria have identified the risks that their business has faced and act proactively to counter or avoid the impending risks. Moreover, SME owners' understanding of mitigating the risks after the event is moderately strong, which in turn affects the business, thereby enabling the business to transform and certainly lead to successful and profitable ventures that can contribute to the economic growth of the nation.

4.6. Agility

The result showed a composite mean of 3.27 with a categorical response of strong. Based on findings, it may mean that the retail industry in Batangas Province has distinct qualities that allow it to respond rapidly to changes in the internal and external environment without losing momentum. Further, it also means that the retail industry can quickly sense and respond to the threats found in the internal and external environment.

This claim found support in the study of Alhadid (2016) about the effect of agility on organizational performance, which posited that organizations like the retail industry should adopt the concept of agility to generate positive organizational performance. His study also stated that agility is an important notion, starting with a quick response to change and uncertainty in an environment where organizations must act to overcome obstacles and win opportunities.

Meanwhile, in terms of the agility in taking required action when needed, the retail industry in Batangas Province has strong organizational resilience with the highest weighted mean of 3.30. This shows that being resilient means the retail industry may create plans that are in alignment with its goals and commit to acting on them. Moreover, the retail industry must work on whatever barriers it may encounter and not hesitate to act when needed.

This analysis was supported by the study of Butler (2020) about seven key actions businesses can take to mitigate the effects of COVID-19. The research suggested that preparation and acting as quickly as possible are the keys to managing a crisis.

On the other hand, in rapidly acting, the retail industry in Batangas Province has strong organizational resilience with a weighted mean of 3.26. This means that these retail industries pivot faster, adapt smarter, and look forward rather than backward amidst crisis, so that actions may be taken to solve the problems encountered during crisis rapidly.

This analysis is supported by the article of Dykes, et.al. (2020) on responding to crises with speed and agility. The authors stated that when faced with a crisis, businesses like the retail industry should dial up speed and agility to seize opportunities. Moreover, the retail industry must have the alertness to the need for change, the ability to decide on a new course of action, and the ability to effectively configure and mobilize the resources necessary for change.

4.7. Integrity

The result showed that the composite mean has a weighted mean of 3.26 with a categorical response of strong. This means the retail industry should be honest and tell the truth at every turn, but also not hold back information that could be considered useful to employees and customers. Further, integrity inspires confidence that the retail industry will be able to recover from disruptive events and use it to make the retail industry resilient and stronger.

This analysis is supported by the study of Somera and Holt (2015) about integrity in business, the evaluation of integrity across German and American cultures. According to Somera and Holt, integrity is necessary in all business. Without trust, basic business functions could not be performed, especially in struggling or developing businesses.

Meanwhile, being successful in acting with all its employees, the retail industry in Batangas Province has strong organizational resilience with a weighted mean of 3.27. This means that the retail owners and employees should exhibit moral actions in communicating with consumers, suppliers, and each other, and then the business will perform better. Further, integrity in the retail industry can foster a smooth relationship with consumers, thus increasing sales and profit as well.

This claim is supported by an article by Aldridge (2016) about the effects of a lack of integrity in the business environment. The author postulated that the only companies that truly do not need to worry about whether they are using unconscious biases to prevent employees from being themselves are the ones that welcome and listen to all complaints and address them immediately with effective change. Hence, the best is to learn what roadblocks are currently in place in preventing the organization from achieving the wholeness of the employees.

Likewise, for places where all the employees are engaged to do what is required of them, the retail industry in Batangas Province has strong organizational resilience with a weighted mean of 3.25. This may mean that the management of the retail industry is treating all employees as its assets. And the collective efforts of the employees will take the retail industry to a new height. Further, the retail industry with a high degree of integrity experience improved stability, outstanding business performance, and increased satisfaction of the employees.

This claim is supported by an article by Kent (2019) about engaging with integrity, wherein the business can ensure that the employees remain engaged and productive through employee empowerment in the workplace. Further, creating and sustaining a workplace that supports empowerment is not easy, but employers must make a choice: to regard their people as a problem that needs to be monitored and controlled or to see them as part of the solution and a resource that can be inspired, respected, and trusted.

Significant difference in the assessment of the retail industry in their organizational resilience when grouped according to profile

This section determined the difference in the assessment of the retail industry in their organizational resilience and degree of disaster risks when grouped according to profile, and the difference in the organizational resilience of the retail industry in terms of their business profile.

DIFFERENCE in the ORGANIZATIONAL RESILIENCE of the RETAIL INDUSTRY in TERMS of their BUSINESS PROFILE

The findings showed that the organizational resilience of the retail industry in terms of business location, with a p-value of .000, and number of years in operation, with a p-value of .001, were lower than the .05 level of significance. Then, the computed values of 69.372 for business location and 28.352 for number of years in operation proved that there is a significant difference in the organizational resilience of the retail industry when grouped according to profile. Thus, the null hypothesis is rejected.

This reflects that organizational resilience differs by business location and number of years in operation. District 1 and 3 is strategically located near many tourist spots, and this significantly affects the retail industry. This may mean that the resiliency of the retail industry depends on business location and the number of years in operation.

This analysis is supported by Oppong (2018), who states that location contributes to the success of a business. Furthermore, business location can also influence a business's ability to market itself, the competition it faces from other businesses, the total cost of operation, the taxes the business owner must pay, and the regulations they must follow. Likewise, it also matters for marketing. The importance of location goes beyond the business's physical location and the website's rank in Google search results, as it extends to the placement of your advertisements. Meanwhile, the study found that asset size and average monthly income are not significant, with a p-value of .607 and .267, respectively. This may mean that in the context of the Philippine business environment, organizational resilience is not tied to asset size. Rather, organizational resilience is the result of a complex combination of leadership orientation, relational networks, adaptive capacity, and access to support systems. Although asset size may still be important in some situations, institutional obstacles and Philippine-specific cultural factors lessen its influence. This claim finds support in the UNDP studies 2019-2023 state that emphasized leadership, business continuity awareness, and access to networks, not asset-based, as key resilience factors. In addition, organisational resilience in the Philippines is not significantly predicted by income because resilience is more dependent on adaptation, leadership style, access to support networks, and informal safety nets than it is on financial performance alone. While income can be helpful, its impact on resilience is limited in the absence of efficient financial management, access to tools, and a readiness culture. This claim finds support in the UNDP studies that access to training, continuity planning, and community networks were stronger predictors of resilience than income.

- Proposed Business Continuity Plan for the Retail Industry

While the retail industry may not generate as much money as large corporations, they are a critical component and major contributor to the strength of local economies. According to the sectoral distribution of MSMEs, the retail industry is the highest, which provides new employment opportunities to the people and has been a big help to the Philippine economy. Therefore, it is important to analyze and give emphasis on enhancing their organizational resilience so that their business will continue. As shown in this study, most of the retail industry does not have a business continuity plan that will guide them to recover after a disruptive event.

Building on these findings, a business continuity plan is proposed that will augment their weaknesses and serve as a guide in mitigating disaster risks. The researcher believes that a business continuity plan is the best solution for continuing business after disruptive events.

This business continuity plan will cover the tackled issues of the study as well as weaknesses discovered by the researcher. The objective of this business continuity plan is to prepare and continue the business operation after a disaster. Moreover, it will help to minimize recovery time and reduce business losses.

- Proposed Business Continuity Plan

Table 1:

Hazard	Weaknesses	Strategies to Become Resilient	Specific Course of Action	Responsible Agencies/Entity
Earth-quake Volcanic Eruption Flood Ty-phoons	*Damage to properties and inventories *Additional investment for the business	*Loans and borrowings *OPLAN: Financial Rehabilitation for the retail industry (a seminar-type extension activity to rehabilitate and recover the losses of the retail industry)	*Ask for the assistance of DTI and avail their RISE UP loans and Pondo sa Pagbabago at Pag Asenso (P3 Program) intended for microbusinesses *Assist the retail industry in securing additional funding from banks and other financial institutions at the lowest interest rate. This can be done through MOA *Utilize the online platform and social media to sell a large portion of the products	*Retail Industry owners/DTI *Batangas State University, Local government unit, DTI, micro financing institutions, banks *Retail Industry owners, Lazada, Shopee, TikTok shops, Facebook

5. Conclusions

Based on the foregoing findings of the study, the following conclusions were drawn by the researcher:
1) Most of the respondents have an asset size of P3,000,000 and below, business location is District 3, have an average monthly net income of P84,000 and below, and have been operating for 0-5 years.
2) The organizational resilience of the respondents is strong in terms of robustness, agility, and integrity.
3) There is a significant difference in the organizational resilience of the retail industry in terms of business location and number of years in operation.
4) The study proposed a business continuity plan to mitigate the risks and be resilient if the retail industry experiences unforeseen events again.

6. Recommendations

Based on the foregoing findings of the study, the following conclusions were drawn by the researcher:
1) The owners of retail stores may utilize the proposed business continuity plan to further enrich their knowledge on mitigating disaster risks.
2) The Regional Office may adopt the findings of this study as a basis for improving the adaptive capacity and readiness of the undertakings under their jurisdiction. It is also suggested that by looking at the proposed business continuity plan, they can sustain or raise the current degree of their resilience.
3) The Department of Trade and Industry and other local government units may utilize the proposed business continuity plan as a guide when disruptive events occur.
4) The researcher recommends that retailers attend seminars and training that could improve their awareness of mitigating risks.
5) Those who wish to study this topic may conduct a deeper study to justify the relationship between organizational resilience. They may also validate how the business location will affect the results of the study in the future.

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