

The Influence of Marketing Strategy and Organizational Culture on Organizational Performance of Davao Region Resorts: An Explanatory Sequential Mixed Method

Joan M. Arado

DBM, Instructor I, College of Business Administration, Agusan del Sur State College of Agriculture and Technology

Abstract

This study examined the influence of marketing strategy and organizational culture on the organizational performance of resorts in the Davao Region, Philippines, using an explanatory sequential mixed-methods design. The quantitative phase involved a survey of 200 resort managers and supervisors, while the qualitative phase consisted of in-depth interviews with 10 selected participants to further explain the quantitative results. Findings revealed that marketing strategies were rated high, organizational culture was rated very high, and organizational performance was likewise very high. Correlation and regression analyses indicated that both marketing strategy and organizational culture significantly influenced organizational performance, with organizational culture emerging as the stronger predictor. Qualitative findings largely confirmed the quantitative results, highlighting leadership, shared values, employee engagement, and customer-oriented practices as key contributors to performance. Minor areas of discordance pointed to contextual challenges in marketing implementation. Grounded in the Resource-Based View and Goal-Setting Theory, the study underscores the importance of aligning internal capabilities and strategic objectives to enhance resort performance. The findings offer practical insights for resort managers, policymakers, and tourism stakeholders in promoting sustainable and competitive resort operations.

Keywords: Business Management, marketing strategy, organizational culture, organizational performance, regression, Philippines

1. INTRODUCTION

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

industry, such as marketing strategies with local nuances and global market demands, impede long-term growth and organizational performance.

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

Several studies have established a significant relationship between marketing strategy, organizational culture, and organizational performance. A study by Azhar et. al (2019), emphasizes the marketing mix significantly relates to organizational performance as it optimizes key elements such as product, price, place, promotion, people, process, and physical evidence that directly influence tourist satisfaction, driving repeat visits, positive word-of-mouth, and increased revenue for tourism destinations. Another study highlights that promotional mix strategies such as advertising, sales promotions, and direct marketing are directly linked to improved organizational performance by influencing consumer behavior and enhancing market presence (Abdeta & Zewdie, 2021). On the contrary, Nikpour (2017) in his study revealed how organizational culture has a direct as well as indirect positive impact on organizational performance with the indirect one being mediated by employee commitment being more robust. This result hints at the significant role played in building a robust organizational culture, which has a considerable impact on various dimensions of organizational performance, such as innovation, employee satisfaction, and operational efficiency (Akpa et al., 2021).

Additionally, Aboramadan (2019) work brings to light how organizational culture influences employee behavior and productivity and contributes to performance in general. Similarly, studies by Stauffer and Maxwell (2020) set the stage that high organizational cultures are linked to higher performance because they present a stable environment where employees are aligned towards organizational goals, with increased commitment and effectiveness.

Whereas many studies have explored the relationship between organizational culture and marketing strategy across different industries, there remains limited attention in the specific tourist context of the Davao Region, more so in resorts, where distinctive cultural and market forces have not been well understood (Ntalakos et al., 2022). Also, prior studies overlook the unique challenges in the hospitality sector, such as cultural adaptation and marketing strategic alignment practices. According to Vargo and Lusch (2016), although most research relies heavily on quantitative methods, the absence of mixed methods limits the ability to gain a deeper understanding of how marketing strategies and organizational culture truly affect organizational performance.

The research findings and outcomes of this study will be presented at local and international conferences for research and academics. This aims to contribute to theory and practice by identifying culturally and responsive marketing strategies that enhance resort performance, promoting sustainable tourism development in regional communities, and supporting evidence-based management practices in the resort industry. Beyond academic contribution, this study holds strong social relevance by supporting local

employment, sustainability, and cultural promotion, while fostering community development, stakeholder collaboration, and inclusive growth in tourism-driven areas.

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

Research Question

1. What is the status of marketing strategy, organizational culture, and organizational performance in Davao Region Resorts?
2. What is the combined and singular influence of marketing strategies and organizational culture on organizational performance?
3. What are the standpoints of the participants on the data obtained from the quantitative results?
4. How do the qualitative data explain the quantitative results?

2. METHODOLOGY

Research Design

This study employed an explanatory sequential mixed-methods research design, consisting of two distinct but connected phases. The quantitative phase was conducted first to determine the status of marketing strategy, organizational culture, and organizational performance, as well as to examine their relationships and predictive influence. The qualitative phase was followed to explain and deepen the understanding of the quantitative results through participants' lived experiences.

The rationale for using this design was to strengthen the validity of findings by integrating numerical trends with narrative explanations. Quantitative results guided the selection of qualitative participants and the development of interview questions, ensuring that qualitative data directly addressed statistically significant findings and areas requiring clarification.

Research Locale

This study was carried out in the Davao Region of Southern Philippines, an area recognized for its dynamic and growing tourism industry. The research concentrated on resort establishments located in the provinces of Davao del Norte, Davao de Oro, and Davao Oriental, which host a wide range of resort operations. Key tourist destinations include Dahican Beach in Mati City, Davao Oriental, and the Island Garden City of Samal in Davao del Norte, while Davao de Oro continues to gain recognition as an emerging tourism destination due to its scenic resort offerings.

These provinces were chosen because of their active recovery efforts following the pandemic and the significant role that marketing strategies and organizational culture play in improving resort performance. As the tourism sector continues to rebound, analyzing these factors through the perspectives of the Resource-Based View (RBV) and Goal-Setting Theory provides meaningful insights into sustaining organizational performance within the region.

Research Participants

This study involved 200 resort managers and supervisors from Davao del Norte, Davao de Oro, and Davao Oriental who completed the quantitative survey, with a subset participating in the qualitative phase. Participants were selected through purposive sampling due to their direct involvement in implementing marketing strategies and organizational culture. Although not considered a vulnerable population,

participants may face professional sensitivity related to disclosing internal organizational information; thus, confidentiality and the right to withdraw at any time without consequence were assured. This sampling approach ensures the inclusion of individuals whose expertise aligns with the study objectives, thereby enhancing the validity and relevance of the findings (Etikan, Musa, & Alkassim, 2016).

For the qualitative phase, in-depth interviews were conducted with 10 managers and supervisors with at least two years of experience, allowing for a deeper contextual understanding of marketing strategies and organizational culture (Yin, 2018).

Research Instrument

This study utilized a combination of quantitative and qualitative research instruments to comprehensively examine marketing strategy, organizational culture, and organizational performance. For the quantitative phase, three structured and adapted survey questionnaires were employed. The marketing strategy instrument, adapted from Mendaña and Apritado (2021), assessed key dimensions such as product, price, place, and promotion and was grounded in validated constructs widely used in hospitality and tourism research. A pilot test was conducted prior to full implementation to enhance item clarity and response consistency. Organizational performance was measured using an instrument adapted from Cheng and Choy (2013), anchored in quality management and performance evaluation literature, and aligned with the framework of Escrig-Tena (2003). This tool assessed financial, marketing, and operational performance and demonstrated strong reliability, with Cronbach's alpha values exceeding the 0.70 threshold recommended by Nunnally (1978) and acceptable factor loadings above 0.50. Organizational culture was assessed using an adapted version of Cameron and Quinn's (2016) Organizational Culture Assessment Instrument (OCAI), which evaluates dimensions such as leadership, employee management, and strategic emphasis and has consistently shown high internal reliability in social science research.

For the qualitative phase, a researcher-developed interview guide was utilized to elicit participants' experiences and explanations related to the quantitative findings. The interview questions were informed by the results of the quantitative analysis to ensure alignment between the two phases of the study. To establish validity and reliability, the interview guide underwent expert validation by professors from the University of Immaculate Conception with expertise in marketing strategy, organizational culture, and qualitative research methods. Revisions were made based on their feedback to improve clarity and consistency. Triangulation was further employed by comparing qualitative insights with quantitative results, thereby strengthening the credibility, trustworthiness, and overall rigor of the study.

Data Gathering Procedure

Prior to data collection, the researcher secured the required approvals from the Dean of the Graduate School and the University Ethics Committee to ensure compliance with ethical standards. Formal communication was then sent to selected resort establishments in the Davao Region to inform management of the study's objectives and to request permission to conduct the research on-site.

Upon receiving approval, the researcher, assisted by trained enumerators, visited the participating resorts to coordinate with managers and supervisors. During these visits, the study was introduced, and informed consent forms were distributed. The consent form detailed the purpose of the research, voluntary participation, potential risks, confidentiality measures, and participants' right to withdraw at any time without penalty. Participants were given sufficient time to review the form and ask questions before providing consent.

After consent was obtained, structured questionnaires were administered to managers and supervisors in designated areas during office hours to ensure a comfortable and non-disruptive setting. Respondents were

allowed to complete the survey at their own pace, and follow-up visits were conducted to retrieve completed questionnaires and address any concerns. To protect participants' privacy and comply with the Data Privacy Act of 2012, no identifying information beyond what was necessary for the study was collected, and access to the data was restricted to the research team. Electronic data were stored in password-protected files, while hard copies were kept in secured storage. All data will be retained for five years and securely disposed of thereafter, and participants were informed that their information would not be reused without renewed consent. The quantitative phase targeted 200 respondents to ensure adequate data for statistical analysis. Potential issues such as confidentiality concerns, survey fatigue, or reluctance to disclose information were mitigated by emphasizing anonymity, voluntariness, and the option to skip questions. The entire data collection process was completed within one month.

In the qualitative phase, a researcher-designed interview guide was employed to explore participants' experiences in depth. The interview questions were primarily informed by the results of the quantitative analysis to ensure coherence between the two research phases. To establish the instrument's validity and reliability, the interview guide was reviewed by faculty experts from the University of Immaculate Conception specializing in marketing strategy, organizational culture, and qualitative research methods. Revisions were made based on their feedback to enhance clarity and consistency. Triangulation was applied by comparing qualitative findings with quantitative results, thereby strengthening the study's credibility and trustworthiness.

Ethical Considerations

This study prioritized adherence to ethical standards by submitting the research protocol to the UIC Research Ethics Committee (UIC-REC) for review and approval, as documented under Protocol Code: GS-FB-01-25-0175. The research underwent a comprehensive ethical evaluation to ensure alignment with the ten core ethical principles, which include social value, informed consent, protection of vulnerable participants, risk-benefit assessment, privacy and confidentiality, fairness, transparency, researcher qualifications, adequacy of facilities, and community engagement.

To uphold rigorous ethical and academic standards, the researcher possesses a doctorate degree and has further enhanced her research expertise through participation in various seminars and training programs offered by local and national academic institutions. Her knowledge of research ethics and methodological rigor allowed the study to be conducted systematically and responsibly. The guidance and collaboration of her adviser and panel members, who have extensive experience in both quantitative and qualitative research, further reinforced the study's validity and reliability. Additionally, access to institutional resources, including the UIC Library and other essential facilities, played a crucial role in the successful completion of this research.

3. RESULTS AND DISCUSSION

The status of marketing strategies in resorts across the Davao Region is summarized in Table 1. The overall mean score of 4.18 indicates a high level of implementation. Among the individual components, the place strategy received the highest mean of 4.36, classified as very high, while the promotion strategy recorded the lowest mean of 3.98. These results suggest that marketing strategies are effectively applied and are generally well-received by guests across the dimensions of product, place, price, and promotion.

These findings are consistent with the observations of Olivar et al. (2022) and Nguyen and Hoang (2022), who noted that although marketing strategies provide a competitive advantage, achieving an exceptionally high level requires more targeted, data-driven, and customer-centered approaches. The very high rating

for the “place” indicator underscores the significance of resort accessibility, cleanliness, and safety in enhancing overall guest appeal. This supports Liu et al. (2020), who highlighted that a well-maintained physical environment and strong visual branding are crucial for boosting guest engagement and satisfaction.

Table 1
Status of Marketing Strategy in Davao Region Resorts

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

The data presented in Table 2 presents the status of organizational culture, showing an overall mean of 4.23, interpreted as very high and highly favorable. Among its key components, the organizational guide received the highest mean of 4.32, also classified as very high, whereas dominant characteristics scored the lowest at 4.14. These results indicate a strong, positive work environment as perceived by managers and supervisors. They suggest that employees experience teamwork, trust, and shared objectives, supported by leadership that fosters both innovation and stability. This is consistent with the findings of Tejayadi et al. (2019) and Rusmiati et al. (2023), who link a strong organizational culture with higher employee satisfaction and performance.

Nonetheless, the relatively lower scores for dominant characteristics and leadership suggest that, while the organizational foundation is solid, there is potential to strengthen daily cultural practices and leadership consistency. This aligns with the observations of Llave and Ylaggan (2025) and Pawirosumarto et al. (2017), who emphasized that core values and leadership qualities may not always be consistently enacted, which can limit their overall effectiveness.

Table 2
Status of Organizational Culture in Davao Region Resorts

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

Presented in Table 3 is the status of organizational performance, which attained an overall mean of 4.28, classified as very high. Among the performance indicators, marketing performance scored the highest with a mean of 4.39, while employee performance, though the lowest at 4.19, still received a high rating. These results suggest strong alignment and effectiveness across financial, marketing, operational, and employee performance domains. Key aspects such as revenue generation, staff morale, service quality, and safety are not only monitored but actively optimized, reflecting a structured, goal-oriented environment where both efficiency and quality are emphasized. These findings support the studies of Mutendera and Simba (2019) and Rodriguez and Fierro (2018), who highlighted the importance of strategic alignment and adaptive management in achieving high performance in resorts.

Although employee performance received the lowest score among the indicators, it was still rated high, indicating a generally favorable perception. This suggests that staff are productive and benefit from systems designed to enhance retention, training, and overall well-being. These results are consistent with Tiangco et al. (2018), who found that empowerment, involvement, and streamlined processes significantly contribute to improved job performance in the resort industry.

Table 3
Status of Organizational Performance in Davao Region Resorts

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

The data in Table 4 show that both marketing strategies and organizational culture are significantly correlated with organizational performance, with correlation coefficients of $r = 0.661, p < 0.05$ and $r = 0.783, p < 0.05$, respectively. The analysis indicates a strong positive relationship, suggesting that resorts that actively develop their marketing strategies and foster a robust organizational culture tend to achieve higher performance levels. In other words, enhancing marketing initiatives and reinforcing internal values and practices directly contributes to measurable improvements in overall organizational outcomes. These significant correlations provide the basis for conducting further regression analysis.

Table 4
Correlation Analysis of the Variables

Pair	Variable	Correlation Coefficient	p-value	Decision on H ₀
IV1 and DV	Marketing Strategies and Organizational Performance	.661**	.000	Reject

IV2 and DV	Organizational Culture and Organizational Performance	.783**	.000	Reject
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***Significant at 0.05 level

The regression analysis, as shown in Table 5, revealed that the model has an R^2 value of 0.632, indicating that the combined effect of marketing strategy and organizational culture explains 63.2% of the variance in organizational performance. The remaining 36.8% suggests that other factors not included in the study may also influence performance. The results further demonstrate that both independent variables—marketing strategy and organizational culture—have a significant individual effect on organizational performance ($p < 0.05$), with beta coefficients of 0.240 and 0.634, respectively. The high F-value of 168.922 confirms the overall statistical significance of the model ($p < 0.05$).

These findings are consistent with Ramadhanty et al. (2024), who noted that effective marketing strategies enhance resort performance by increasing bookings and brand visibility, and with Kiziloglu (2022), who emphasized that a strong organizational culture aligned with internal processes drives better performance outcomes. Notably, the beta coefficients indicate that organizational culture has a greater impact on organizational performance than marketing strategies. Therefore, for resorts in the Davao Region, prioritizing the development of a cohesive and supportive culture is essential, as it not only strengthens operational effectiveness but also positively shapes employee behavior and contributes to sustainable long-term success.

Table 5
Regression Analysis of the Identified Variables

Independent Variables	B	P	T	Interpretation
Marketing Strategies	.240	.002	3.191	Significant, Reject Ho
Organizational Culture	.634	.000	10.191	Significant, Reject Ho
$r^2 = .632$ $p = .000$ $F = 168.922$				

The information in Table 6 pertains to the qualitative findings from the results of the thematic analysis approach, referring to the standpoints of the participants on the quantitative results regarding the status of the independent and dependent variables. Participants generally confirmed the quantitative ratings for marketing strategy, organizational culture, and organizational performance.

The participants noted the result in marketing strategy, that resorts actively implement customer-focused approaches to attract visitors, maintain satisfaction, and drive business growth. Efforts to ensure high-quality products, diverse activities, cleanliness, and overall guest experience were highlighted, supporting Olivar et al. (2022) on the impact of customer-centric strategies on competitiveness. While organizational culture, participants affirmed the very high rating, emphasizing a service-oriented environment where teamwork, alignment with goals, motivation, training, and rewards enhance employee productivity and

service quality. This aligns with Tejayadi et al. (2019), who highlighted the role of team orientation and goal alignment in fostering an engaged workforce.

On the other hand, organizational performance, respondents confirmed very high ratings, noting stable finances, smooth operations, market visibility, and employee support through benefits and development opportunities. These outcomes are consistent with Mutendera and Simba (2019), who stressed that strategic management and market adaptation drive superior resort performance.

Table 6
Standpoints of the Participants on the Quantitative Results Regarding the Status of the Independent, and Dependent Variables

Status of:	Essential Theme	Reason for Confirmation / Disconfirmation
		The resort has:
Marketing Strategies (MS) <i>(Independent Variable)</i>	Confirmation of High Rating of Marketing Strategy	attractive location, infrastructure, and fun amenities. ongoing improvements and cleanliness. family-friendly spaces and relaxing vibe. flexible pricing. active social media engagement. quality service, food, and hospitality.
Organizational Culture (OC) <i>(Independent Variable)</i>	Confirmation of Very High Rating of Organizational Culture of	The resort:
		promotes a strong service culture by aligning employee goals with company objectives. fosters teamwork to create a unified and focused team. Links positive work culture to motivation and quality service. supports career growth with rewards and team building.
Organizational Performance (OP) <i>(Dependent Variable)</i>	Confirmation of Very High Rating of Organizational Performance of	showed steady income and strong finances. third-party marketing boosts visibility. operations meet standards for cleanliness, compliance, and service. stable finances support employee’s growth and benefits.

5. CONCLUSION

In conclusion, this study provides comprehensive insights into the influence of marketing strategy and organizational culture on the organizational performance of resorts in the Davao Region through the integration of quantitative and qualitative findings. Quantitative results reveal that marketing strategies are fairly manifested, demonstrating that resorts actively apply customer-oriented approaches in product offerings, pricing, accessibility, and promotional activities, which enhance brand visibility, guest retention, and revenue generation. Organizational culture and organizational performance were both rated very highly, reflecting a strong workplace environment and sustained operational effectiveness.

Statistical analyses confirmed a strong positive relationship among marketing strategy, organizational culture, and organizational performance, with an R^2 value of 0.632 indicating that these variables explain a substantial portion of performance variability. While both predictors significantly influence performance, organizational culture emerged as the stronger determinant, underscoring its critical role in employee engagement, service consistency, and operational efficiency.

Qualitative findings reinforced these results, as participants consistently identified marketing strategy and organizational culture as key drivers of resort performance. Although marketing initiatives were acknowledged as vital for attracting customers, participants emphasized that a positive internal culture sustains long-term success by motivating employees and ensuring service excellence. The integration of data revealed both connecting-confirmation and connecting-discordance: most participants affirmed the strong interconnection of the variables, while a few viewed marketing strategy and organizational culture as equally influential, reflecting differences in operational context and managerial perspective.

These findings align with the Resource-Based View and Goal-Setting Theory, highlighting organizational culture as a valuable intangible resource that, when supported by clear goals and effective marketing strategies, drives sustainable organizational performance and long-term competitiveness.

6. RECOMMENDATION

Based on the findings and conclusions of the study, several recommendations are proposed.

Although the marketing strategy obtained a high overall rating, customer engagement initiatives under the promotion dimension yielded the lowest mean score, indicating an area for improvement. To sustain strong marketing performance, resort managers and supervisors may consider strengthening interactive promotional activities, implementing loyalty programs, and adopting more personalized marketing approaches. Enhancing digital marketing efforts, increasing social media interaction, and utilizing targeted advertising strategies may further support customer retention and strengthen brand awareness.

Organizational culture was assessed at a very high level across all indicators; however, employee engagement registered the lowest mean score among the dimensions, despite remaining very high. To further reinforce organizational culture, management may introduce more structured training programs, employee recognition systems, and leadership development initiatives. Offering opportunities for career advancement, incentives, and a supportive work environment may further enhance employee engagement and overall job satisfaction.

With regard to organizational performance, which was likewise rated very high, the findings reveal that organizational culture has a greater impact on performance than marketing strategy. Consequently, management may focus on sustaining a strong organizational culture while ensuring its alignment with marketing initiatives to deliver a consistent and positive customer experience.

Considering the significant combined effect of marketing strategy and organizational culture on organizational performance, future research may examine additional variables that could further influence performance, such as technological innovations, evolving customer preferences, and prevailing economic conditions. Broadening the scope of future studies to include other sectors within the hospitality industry may also yield more comprehensive insights into sustainable business practices.

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