

DRIVERS OF ENTREPRENEURIAL RESILIENCE OF FARM ENTREPRENEURS IN DAVAO REGION

Garry L. Bastida ¹, Analie B. Nemenzo²

¹Assistant Professor 4 Davao Oriental State University.

²Instructor 1 Davao Oriental State University.

ABSTRACT

Uncertainties lead to depressions and worries, which are proven to be detrimental to the entrepreneur's resilience and ability to succeed. This study aimed to investigate the drivers of entrepreneurial resilience of farm entrepreneurs in Davao Region and the correlation between farm managerial competencies, entrepreneurial skills, entrepreneurial orientations, and entrepreneurial resilience. A descriptive-correlational design was used in the study, with 150 purposely selected farm entrepreneurs from Davao Oriental, Davao De Oro, Davao Occidental and Davao Del Sur serving as respondents. Descriptive statistics were used to analyse the data gathered. Findings revealed that farm entrepreneurs have a high level of managerial competencies, entrepreneurial skills, and entrepreneurial orientations. However, among the factors only entrepreneurial skills and entrepreneurial orientations could significantly determine entrepreneurial resilience. Moreover, the variation that is equivalent to 27.6 percent could be attributed to other factors which were not covered in this study. Further, the result of the study stressed the pertinence of Resilience Theory and the Attribution Theory in understanding the influence of the variables on entrepreneurial resilience.

KEYWORDS

Business management, entrepreneurial resilience, farm managerial competencies, entrepreneurial skills, entrepreneurial orientations, farm entrepreneurs, Davao Region, Philippines.

INTRODUCTION

Entrepreneurial resilience is vital for farm entrepreneurs' success and survival, particularly when confronted with challenges and uncertainty (Castro & Zermeo, (2020). In the United States, farmers face a range of challenges that has affected their entrepreneurial resilience including climate change, market volatility and labor shortages (Wheeler & Lobley 2021). It was highlighted by Backman et al., (2019) that uncertainties cause depressions and anxieties which are known to be damaging to the entrepreneur's resilience capability to survive and succeed. According to Isip et al., (2023), Filipino agricultural entrepreneurs in the Philippines deal with a lack of entrepreneurial education and experience, which leads to poor decision-making and a lack of perseverance in the face of difficulties.

Entrepreneurial resilience is essential because it is the ability of an entrepreneur to successfully survive and recover from crucial business situations or setbacks (Iloanya, 2021). According to Nawaz, (2023), entrepreneurs

need to be resilient in order to cope and adapt with constantly changing business environment and withstand any disruptions. Entrepreneurial

resilience can boost agricultural entrepreneurs' performance and success in a variety of ways. It enables people to adapt to changing conditions, persevere in the face of adversity, and capitalize on opportunities (Simbeko et al., (2023). In the midst of any obstacles and unpredictability, the capacity to be resilient is critical for agricultural entrepreneurs to not just survive but thrive. Entrepreneurial resilience can also benefit local communities and the overall economy. Resilient farm entrepreneurs are more likely to generate jobs, invest in local infrastructure, and contribute to long-term development (Fatoki, 2018).

Several studies have established strong links between farm managerial competencies, entrepreneurial skills, entrepreneurial orientations, and entrepreneurial resilience. A study of Yong et al., (2021) reveals that entrepreneurial competencies have a substantial link with entrepreneurial with entrepreneurial resilience. Furthermore, Seraj et al., (2022) revealed that entrepreneurial skills had a considerable favorable impact on the entrepreneurial resilience and long-term success of Saudi SMEs in Saudi Arabia. On the other hand, a study of (Wheeler& Lobley 2021) found that entrepreneurial orientation, which includes proactive behavior, innovative behavior and risk-taking propensity, was positively associated with entrepreneurial resilience. It further emphasized that developing and enhancing managerial competencies and entrepreneurial skills can lead to a stronger entrepreneurial orientation towards resilience, which are essential for farm entrepreneurs to overcome challenges and succeed in the competitive agribusiness industries.

The researchers had reviewed and gone through several literatures but had not come across any studies that covered the four variables- farm managerial competencies, entrepreneurial skills, and entrepreneurial orientations as well as entrepreneurial resilience of farm entrepreneurs particularly in Davao Region. The majority of past studies have concentrated on organizational resilience and business performance. The goal of this study on farm managerial competencies, entrepreneurial skills, and entrepreneurial orientation as determinants of entrepreneurial resilience among farm entrepreneurs is to gain a better understanding of the factors that contribute to the success and survival of farm businesses. This made this research unique and important because it can provide significant insights on the techniques that farm entrepreneurs can take to create and improve their resilience.

This study's findings will be presented in local and worldwide research conferences and webinars. Furthermore, the findings will be delivered to the LGUs, who will be able to use them to create trainings and orientation for farm businesses in the community. The researcher will publish the results of the study in refereed journal. A copy of the result will be provided to the library for future references.

Furthermore, this researched explored on the impact of farm managerial competences, entrepreneurial skills, and entrepreneurial orientations on the entrepreneurial resilience of farm- entrepreneurs in the Davao Region.

Moreover, which among farm managerial competencies, entrepreneurial skills, and entrepreneurial orientation could significantly determine entrepreneurial resilience of farm-entrepreneurs in Davao Region?

Several research on the variables under consideration have previously been conducted. Yong et al., (2021) discovered that entrepreneurial competences have a substantial association to entrepreneurial success, which is connected with entrepreneurial resilience. According to Seraj et al. (2022), entrepreneurial competencies have a significant positive effect on entrepreneurial resilience. In addition, Zhao et al., (2022) investigated the relationship between farm managerial competences and entrepreneurial resilience among Nigerian women farmers, discovering that women with higher levels of managerial abilities were more resilient in the face of problems such as gender discrimination, limited access to resources, and market instability. The study stressed the need of equipping female farmers with the managerial skills they need to increase them

entrepreneurial resilience and promote gender equality in agriculture.

Farm managerial competencies, as described by Gamarra et al. (2021), are the knowledge, skills, and abilities required for effectively running agricultural production systems. These characteristics include the ability to plan and organize production processes, monitor performance, make decisions, manage resources, and effectively communicate with stakeholders. Various authors in agricultural economics and management have highlighted the need of these competences for successful farm management. According to Wang et al. (2021), entrepreneurs with higher levels of managerial abilities displayed more resilience in the face of challenges such as climate change and market volatility. This suggests that strengthening farm management skills can help smallholder farmers become more entrepreneurial, leading to better livelihoods and longer-term agricultural output (Quayson et al., 2020).

Farm entrepreneurs may make educated decisions, manage resources efficiently, and react to the ever-changing circumstances of the agricultural industry by building and improving their managerial competencies (Manyise & Dentoni, 2021). The need to develop farm management competencies is to promote sustainable agricultural practices and improve the overall resilience and productivity of farming companies. Moreover, Rohani et al., (2020) emphasized that developing farm managerial competencies can affect the individual's ability to behave, think, and act in any business uncertainties and facing economic disruptions. This was supported by Maghdalia & Perwitasari (2021) that increase in managerial competency would result to increase in production and efficiency in farm operations. Furthermore, Paladan (2021) discovered that farmers and fisherfolks have a moderate entrepreneurial competency; thus, building a framework for implementing community-based enterprise should focus on deepening farmers' and fisherfolks' entrepreneurial competency. Muhammad et al., (2019), added that acquiring experience to increase farmers' management competencies is a critical step to help farm households increase agricultural productivity.

To be successful, farm entrepreneurs must have entrepreneurial abilities. Farm entrepreneurs' entrepreneurial abilities have a significant impact on their ability to adapt and recover from barriers and setbacks such as natural disasters, economic downturns, and changing market conditions (*Chang et al., 2022*). These domains are crucial for establishing and growing successful firms, especially in the face of market volatility, competition, and technology upheavals. Recent research has looked into the link between entrepreneurial abilities and entrepreneurial resiliency. Kariuki et al., (2021) investigated the impact of entrepreneurial skills on the entrepreneurial resilience of micro and small firms in Kenya, emphasizing the importance of developing and enhancing entrepreneurial skills in order to foster entrepreneurial resilience and long-term economic growth.

Similarly, the findings support the findings of Seraj et al., (2022), who discovered that entrepreneurs with higher levels of entrepreneurial abilities such as invention, risk-taking, and networking are more resilient during times of uncertainty. According to the study, improving entrepreneurial resilience may eventually lead to improved performance and competitiveness. Furthermore, Adeleke et al., (2020) discovered that entrepreneurial skill enhancement training and development programs might considerably improve the entrepreneurial resilience of small enterprises in Nigeria.

According to Herliana et al. (2019), the development of entrepreneurial abilities is expected for farmers to create their businesses to prosper, similar to the agribusiness situation. Furthermore, according to the research of Behling and Lenzi (2019), entrepreneurial abilities may affect the adoption of more consistent firm strategies, thereby supporting responses to unpredictable social and economic contexts. Similarly, De Lauwere et al. (2018) discovered that gaining entrepreneurial abilities could assist farmers in overcoming hurdles and maintaining the **viability of their operations.**

Entrepreneurial orientation, according to Gupta and Wales (2017), is the process, practice, and decision-making that leads to new firm concepts. According to Neneh et al. (2018), EO has a significant positive influence on the resilience of small and medium-sized businesses in Ghana. According to the findings of these studies, entrepreneurial orientation is an important factor in creating entrepreneurial resilience, which can aid agricultural entrepreneurs in their success. Furthermore, Urban and Verachia (2019) discovered that the antecedents of management support, rewards, and reinforcement have a significant influence on entrepreneurial orientation, which in turn has a strong influence and discovered that autonomy is an important predictor of entrepreneurial orientation and, thus, entrepreneurial resilience.

Entrepreneurial resilience is described as the ability of entrepreneurs to overcome and recover from increasingly complex and accumulating economic, social, environmental, and institutional shocks and pressures through optimism, toughness, and ingenuity (*Azazz and Elshaer, 2022*). Entrepreneurs that are resilient work hard to attain their goals and adapt rapidly to changes in order to capitalize on opportunities and learn from past errors.

Resilience is defined as a set of dynamic adaptive mechanisms that enable companies to overcome adversity and market disruptions (Bernard, Kevin & Khin, 2016; Fisher et al., 2016).

Similarly, Shepherd & William (2015) investigated the critical role of highly resilient entrepreneurs in enabling organizations to navigate volatility adeptly, effectively address challenges through creative problem-solving, mitigate risks, and foster a culture of innovative performance. Resilient entrepreneurs, defined by characteristics such as hardiness, resourcefulness, and optimism, have the ability to relentlessly pursue organizational goals, adapt to adversity, capitalize on threats as opportunities, and cultivate business survival and creativity (Wu et al., 2019; Azazz and Elshael, 2022). According to Khan et al. (2020), resilient entrepreneurs have improved capacities in dealing with adversity and setbacks, whereas Franco et al. (2020) underline that a lack of resilient entrepreneurs contributes considerably to business failure. As a result, agriculture entrepreneurs play a critical role in the world of agribusiness. In the United States, Wheeler and Lobley, (2021) mentioned that farmers face a range of challenges affecting their entrepreneurial resilience including climate change, market volatility and labor shortages. These challenges underscore the need for greater attention to address the entrepreneurial resilience of farm entrepreneurs to withstand the global challenges in agriculture. In addition, Japanese farm entrepreneurs according to Nakamori et al., (2020) are pressured in dealing with the aging population, climate changes and earthquakes that causes damage and losses to farm businesses.

Moreover, Mubarak et al. (2019) discovered a positive association between entrepreneurial capabilities and business success and resiliency, meaning that the stronger the managerial abilities, the better the firm performance. Furthermore, Seraj et al., (2022) revealed that entrepreneurial skills had a significant positive effect on the entrepreneurial resilience and long-term success of Saudi SMEs. According to Edwinah et al. (2017), proactiveness and innovativeness as components of entrepreneurial orientation had a significant positive effect on entrepreneurial resilience. They also discovered that entrepreneurial attitude is substantially linked to organizational resilience. According to Eshegheri and Korgba (2017), entrepreneurial attitude is strongly related to organizational resilience.

The foregoing literatures suggest that farm managerial competencies, entrepreneurial skills, and entrepreneurial orientations are important factors that determine the entrepreneurial resilience of farm entrepreneurs particularly in the context of developing countries. Various related studies presented in this chapter have shown that these competencies are positively related to the resilience of farm businesses, as they enable farmers to adapt to changing market

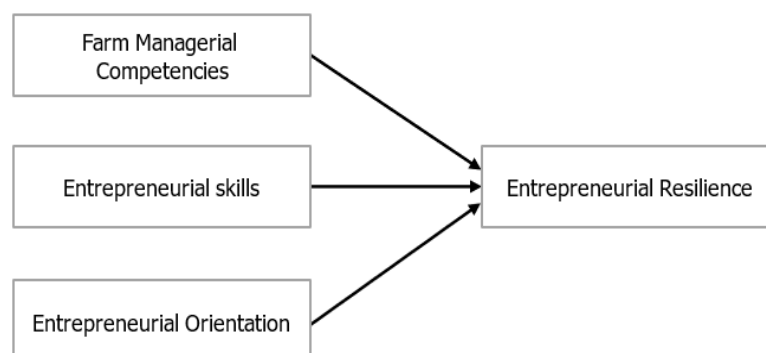
conditions and respond to unexpected challenges. Entrepreneurial skills, such as innovation, risk-taking, and networking, are also important predictors of entrepreneurial resilience among farm entrepreneurs. These skills allow farmers to identify and capitalize on opportunities, navigate risk and uncertainty, and build strong networks of support.

The literature reviews helped the researcher better understand the variables that were investigated in this study. Further, the literature has provided the researcher with a better understanding of the concept of the study as well as the direction of this research endeavor. Moreover, the reviewed literature has contributed in the completion of this study.

Theoretical Framework

In order to give a comprehensive framework for comprehending the phenomenon under examination, this study builds on two famous theories, namely the Resilience Theory proposed by Garmezy (1991) and the Attribution Theory introduced by Heider (1950). The resilience idea highlights individuals' intrinsic ability to bounce back and demonstrate adaptive behaviors in the face of setbacks or adversity. It recognizes the possibility of rehabilitation and long-term adaptation following initial problems caused by stressful experiences. Furthermore, the definition of resilience used in this study is consistent with Fraser et al.'s (2006) definition, which emphasizes on the "state of being resilient" in the face of adversity, emphasizing an outcome- oriented approach. By combining multiple theoretical approaches, this study aims to shed light on the aspects and processes that contribute to the development of resilience and its manifestation as an observable consequence in the context of the research topic.

The Attribution Theory, which claims that individuals are motivated to seek reasons for both their own achievements and failures, as well as the behaviors of others, is another significant theory used in this study. The Attribution Theory, founded by Fritz Heider in 1958, explores how people perceive and interpret their social interactions and their surroundings. This theory focuses on the cognitive processes that people use to understand their experiences and how these interpretations impact their ideas and actions. According to the attribution hypothesis, people try to understand why others do what they do by attributing specific causes to their behaviors. People may attribute one of several explanations while attempting to understand why someone acted in a given way. People may attribute one or many reasons as explanations for someone's behavior when attempting to understand why they acted in a certain way. By incorporating the Attribution Theory into our study, we expect to gain insights into the cognitive mechanisms underlying individuals' interpretations of behavior and subsequent attributions of causality in relation to the research problem.



Methodology

This study employed a quantitative research design and applied a descriptive-correlational method. Descriptive method highlights the level of the drivers of Entrepreneurial resilience such as farm managerial competencies, entrepreneurial skills, and entrepreneurial orientation. Correlational method measures the relationship between the drivers of entrepreneurial resilience and level of entrepreneurial resilience; this determines which drivers significantly influence entrepreneurial resilience of farm managers. The survey method, through a questionnaire, was an effective tool to collect data from respondents.

The study collected survey data from primary sources, surveying 150 farm – entrepreneurs of Davao region namely: Davao Oriental, Davao De Oro, Davao Del Norte, Davao del Sur and Davao Occidental. The research respondents were chosen using purposive sampling technique. The respondents of the study were small to medium scale farmers who are engaged in crops and livestock farming business as producer, supplier, and merchandiser from their farm business. Crop farmers were categorized into fruit and vegetables, and crop producers of corns and palay who owns and or manage at least half hectare of farm area. Livestock (at least 10 heads) who are engaged as producers, suppliers, and merchandisers from their managed/owned farm business in Davao region. Crop vendors who have no farm land being managed /or owned were not included as research respondents.

The adapted survey questionnaires were utilized for its data gathering purposes. The measure is divided into four sections that use a five-point Likert scale to rank respondents' perspectives on farm managerial competencies, entrepreneurial skills, orientations, and resilience, with 5 being the highest and 1 being the lowest. Content validation of the research instrument was done by five (5) experts holding doctorate degrees in business and management. On a scale of 1 to 5, with 5 as the highest rating, 4.12.

Statistical tools used to analyze the data are as follows: Mean for the level of managerial competencies, entrepreneurial abilities, entrepreneurial orientation and entrepreneurial resilience among the respondents. To assess the validity of answers within the sample, the standard deviation was determined. The Pearson correlation coefficient r was used to investigate the relationships between the independent variables, farm managerial competencies, entrepreneurial skills, and entrepreneurial orientation variables, and the dependent variable, farm entrepreneurs' entrepreneurial resilience. Furthermore, regression analysis was performed to examine the extent to which entrepreneurial abilities, competencies, and orientations influenced entrepreneurial resilience among farm entrepreneurs in Davao region.

Drivers of Entrepreneurial Resilience

The respondents assessed their level of farm managerial competencies, entrepreneurial skills, and entrepreneurial orientation using a 5-point Likert scale from Strongly Agree (5) to Strongly Disagree (1).

It was found out that respondents in managerial competencies connotes that farm entrepreneurs who possess these skills are highly responsive to the needs and demands of the environment. This result is aligned with the statement of Wang et al. (2021) that entrepreneurs with higher levels of managerial competencies demonstrated stronger resilience in the face of obstacles such as climate change and market instability.

Driver	Overall Mean	Descriptive Equivalent
Level of Farm managerial competencies	4.25	Extremely demonstrated
Level of Entrepreneurial skills	4.19	Considerably manifested
Level of Entrepreneurial orientation	4.08	Considerably evident

Legend: 4.20-5.00 – Extremely (Strongly Agree; Very High); 3.40-4.19 – Considerably (Agree; High); 2.60 – 3.39 – Moderately (Moderately Agree; Moderately High); 1.80-2.59 – Slightly (Disagree; Low); 1.00-1.79 – Not at all (Strongly Disagree; Very Low)

Table 1 (Summary of Drivers of Entrepreneurial Resilience)

This study of Seraj et al., (2022) established that SMEs in Saudi Arabia possessed high levels of entrepreneurial skills such as innovation, risk-taking, and networking. The assessment conveys that enhancing entrepreneurial skills is an effective remedy for reviving entrepreneurial activities. Findings do not the study of De Lauwere et al., (2018) that entrepreneurial skills among Dutch farmers is only moderate. This suggests that developing entrepreneurial skills could help farmers overcome obstacles and maintain the viability of their operations. To achieve business success, a farmer must create a plan, be imaginative, and make decisions at all phases of the business.

The findings of Dsouza et al., (2023) contradicts to the result which indicate that youth respondents have little entrepreneurial orientation about starting their own businesses due to a variety of factors such as a lack of financial support, limited access to the internet, gender bias, a lack of motivation from family, and a lack of awareness about. This means that poor orientation on corporate performance impedes a country's growth and development, resulting in a lack of economic progress and national instability. As a result, it is suggested that these negative outcomes be minimized by maximizing and supporting young entrepreneurs to come up with unique concepts for launching their startups and businesses. In this approach, improved company performance can benefit the country by favorably impacting individual, community, and national development and growth.

Similarly, Chen et al., (2022) investigated 528 Chinese family businesses and found a poor mean score on their firm's entrepreneurial orientation. According to the findings, family decision control has a negative impact on a firm's entrepreneurial attitude. As a result, the impact of family control on corporate decision making and orientations reflects changes in the long-term strength and sustainability of the business. On the other hand, Pelmin, (2020) examined 446 respondents from 16 hotels in Region XII, Philippines and found that majority of the respondents possess high level of entrepreneurial orientations. The assessment of the study suggests to adopt an entrepreneurial-oriented strategy to achieve better results in international, emerging market operations.

Driver	Overall Mean	Descriptive Equivalent
Level of Entrepreneurial Resilience	4.25	Extremely demonstrated

Legend: 4.20-5.00 – Extremely (Strongly Agree; Very High); 3.40-4.19 - Considerably (Agree; High); 2.60 – 3.39 – Moderately (Moderately Agree; Moderately High); 1.80-2.59 – Slightly (Disagree; Low); 1.00-1.79 – Not at all (Strongly Disagree; Very Low)

Table 2 (*Status of Entrepreneurial Resilience of Farm Managers*)

The status of entrepreneurial resilience is shown in table 4. Based on the result, farm entrepreneurs appear to have a very high entrepreneurial resilience with an over-all mean of 4.25 (very evident). This denotes that farm entrepreneurs have the ability to bounce back from any challenges and crisis. Further, it can be gleaned that the standard deviation ranges between 0.59 to 0.98 which are below 1.0 showing homogeneity of responses.

The very high-level findings conform with Aldianto et al., (2021) which provide evidence on the greater level of entrepreneurial resilience of family enterprises damaged by disaster in Central Italy. Findings also support Gumba's (2020) conclusion that women entrepreneurs in two selected tourism locations in the Philippines have a modest level of entrepreneurial resilience. The findings show that women entrepreneurs' businesses were struggling in the face of strong and consistent competition from major capitalists, but they had built up other enterprises to survive. However, the study's findings contradict Khan's (2020) conclusions that enterprising SMEs in Pakistan have low entrepreneurial resilience due to a lack of funding and facilities, as well as economic impediments, corruption, and managerial concerns.

Relationship Between the Drivers of Entrepreneurial resilience and the level of Entrepreneurial resilience

Presented on Table 3 is the correlation analysis of the three independent variables-farm managerial competencies, entrepreneurial skills and entrepreneurial orientations are statistically correlated with and the dependent variable which is entrepreneurial resilience. Results revealed that there is a significant positive relationship between farm managerial competencies and entrepreneurial resilience ($r=.67$, $p<.05$). This result supports the findings of Seraj et al., (2022), that a significant positive relationship exists between managerial competency and entrepreneurial resilience. This denotes that farm entrepreneurs with excellent managerial skills are more likely to recover from setbacks, adapt to changing market conditions, and persevere in the face of adversity. Additionally, this result supports the study of Wang et al., (2021) which indicates that farmers with greater levels of managerial competences were stronger when faced with challenges such as climate change, market volatility, and pests and illnesses. The findings also imply that enhancing farm managerial abilities may boost smallholder farmers' entrepreneurial resilience, ultimately leading to improved livelihoods and sustainable agricultural productivity. The result agrees with the findings of Edwinah and Eshegheri, (2017), that entrepreneurial orientation is significantly related to organizational resilience.

Factors	Entrepreneurial Resilience		
	r	p-value	Remarks
Farm Managerial Competencies	.67**	.00	Significant
Entrepreneurial skills	.75**	.00	Significant

Entrepreneurial Orientation	.84**	.00	Significant
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**Significant at .01 level

Table 3 (Test of Relationship Between the Drivers of Entrepreneurial resilience and the level of Entrepreneurial resilience)

On the other hand, entrepreneurial skills show a positive relation with entrepreneurial resilience ($r=0.75$, $p<.05$). This implies that people with strong entrepreneurial skills, such as creativity, innovativeness, risk-taking, and the ability to discover and capitalize on opportunities, are better suited to overcome hurdles, adapt to market changes, and endure in bad times.

Moreover, the findings revealed that there is a positive correlation between entrepreneurial skills and entrepreneurial resilience. This result supports the study of Kariuki et al., (2021) that entrepreneurial skills had an impact on entrepreneurial resilience of Kenyan micro and small businesses which implies that entrepreneurs with greater levels of abilities such as creativity, marketing, and financial management were shown to be more resilient when faced with problems such as limited access to financing, high taxation, and political instability, according to the study. The study emphasizes the need of learning and honing entrepreneurial skills in order to foster entrepreneurial resilience and long-term economic growth. Similarly, Ali et al., (2021) investigated the association between entrepreneurial skills and entrepreneurial resilience among small and medium firms (SMEs) in Pakistan revealed that entrepreneurs with higher levels of talents such as innovation, risk-taking, and networking were shown to be tougher in the face of problems such as low demand, supply chain disruptions, and government policies, according to the study. According to the study, learning and improving entrepreneurial skills can boost SMEs' entrepreneurial resilience, ultimately leading to greater performance and competitiveness.

Moreover, entrepreneurial orientation and entrepreneurial resilience were found to have significant relationships ($r= 0.84$, $p<.05$). This result suggests that farm entrepreneurs who have strong entrepreneurial orientations are likely to exhibit a high level of entrepreneurial resilience. This observation supported the study of Li et al., (2020) which revealed that higher levels of entrepreneurial orientation were more likely to engage in innovative practices such as developing new products or services, implementing new technologies, and exploring new markets, which helped them maintain their competitiveness and adapt to the pandemic's challenges.

Drivers of Entrepreneurial resilience of Farm Managers in Davao region

Data on Table 5 depicts the regression analysis results showing that among the three independent variables only entrepreneurial skills and entrepreneurial orientation could significantly determine entrepreneurial resilience in their singular capacity ($p<.05$). The beta coefficients of entrepreneurial skills and entrepreneurial orientation are .27 and .67, respectively, it signifies that a unit increase in entrepreneurial skills and entrepreneurial orientation results in

.27 and .67 improvements in the entrepreneurial resilience of farm entrepreneurs in the three selected provinces of Davao Region. This indicates that people with a strong entrepreneurial orientation, which includes attributes

like risk-taking and a passion for innovation, are more likely to have higher levels of entrepreneurial resilience. Moreover, the findings suggest that while both entrepreneurial skills and entrepreneurial orientation are essential elements that contribute to entrepreneurial resilience, entrepreneurial orientation may be a better determinant of resilience. This result is aligned with the findings of Seraj et al., (2022) that entrepreneurial competency significantly determines entrepreneurial resilience.

The study's findings conform with the resilience theory by Garmezy, (1991) which states that people with specific personality traits, such as flexibility and tenacity, are more likely to overcome adversity and achieve success. The study discovered that entrepreneurial skills and entrepreneurial orientation were positively connected to entrepreneurial resilience in this situation, indicating that these attributes may contribute to an individual's ability to persevere in the face of challenges and disappointments.

Furthermore, the study's results are congruent with attribution theory by Heider, (1950) which emphasizes that people must understand and explain the reasons of occurrences. According to the study's findings, persons with a strong entrepreneurial orientation may have a

more positive attribution style, which allows them to understand losses as transient and controllable and thus sustain their motivation and tenacity. This positive attribution style may play an important role in the development and maintenance of entrepreneurial resilience of farm entrepreneurs in Davao Region.

Variables	B	p-value	T	Remarks
Farm managerial competencies	-.051	.52	-.65	Not Significant
Entrepreneurial Skills	.27	.00	3.11	Significant
Entrepreneurial Orientation	.67	.00	9.35	Significant
$r^2 = .724$				
$p = .00$				
$F = 135.74$				

Table 4 (Drivers of Entrepreneurial Resilience)

For the regression model, the r-squared value of .724 indicates that the 72.4 percent of the variation in entrepreneurial resilience can be attributed to the combined influence of farmer's entrepreneurial skills and entrepreneurial orientation while farm managerial competence could only influence entrepreneurial resilience with the help of the two other variables. Further, this indicates that other variables equivalent to 27.6% which could determine entrepreneurial resilience were not covered in this study.

CONCLUSION

Results of the study revealed significant relationship in the level of entrepreneurial skills and entrepreneurial orientation, this denotes that each unit of improvement in entrepreneurial skills and orientation increases entrepreneurial resilience. However, entrepreneurial orientation could be better determining entrepreneurial resilience. Moreover, data reveal that there are other factors equivalent to 27.6 percent that could significantly influence entrepreneurial resilience were not covered in this study. In conclusion, this study substantiated that resilience theory in the context of entrepreneurial resilience is further validated by the inclusion of an additional factor: farm managerial competencies.

The result implies that there is a need to strengthen the entrepreneurial competencies, skills, and orientation of farm entrepreneurs to completely realize entrepreneurial success in the competitive agricultural industry. Policymakers, department heads in the region and the Local Government Units (LGUs) may consider creating a farm business planning, management training, and enhancement programs to improve farm entrepreneurs' managerial competencies. To further develop entrepreneurial skills, farm entrepreneurs must increase their confidence and risk-taking behavior, as well as their collective action and cooperation. In addition, farm entrepreneurs may engage in symposiums, conferences, or government-led programs that encourage collaboration among participants.

Furthermore, the farm entrepreneurs may also consider nurturing their entrepreneurial orientation that could enhance their creativeness, autonomy, and proactiveness. They may also invest in trainings or participate in informal education offered by TESDA and other government

assisted programs. Farm entrepreneurs experience may be enhanced further through symposiums, conferences, and seminars. To strengthen entrepreneurial resilience, farm entrepreneurs may need a diverse approach like training sessions, hands-on exercises, coaching, mentoring, and personality development; and for these to be realized, the LGUs may assist the farm entrepreneurs by organizing municipality-based cooperatives and associations to gain recognition from private sectors who provide financial funding, low-interest loan programs or subsidies. Additionally, LGUs and policymakers may review the status and performance of existing government programs that may have been run inefficiently in a particular town or region. Further study is recommended to investigate additional potential determinants of entrepreneurial resilience, the effects of personality factors, social support, and coping methods on resilience, different research locales, collaboration with other discipline to provide a holistic approach to studying the drivers of entrepreneurial resilience.

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