

## Key success factors and entrepreneurial orientation of one town one product in the province of Camarines Sur

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ISSN: 2243-7770  
Online ISSN: 2243-7789

OPEN ACCESS

**Received:** 10 November 2021

**Revised:** 2 March 2022

**Accepted:** 8 March 2022

**Available Online:** 8 March 2022

**DOI:** 10.5861/ijrsm.2022.18

### ***Abstract***

The Local tourism products are profitable approach for local citizens of each town to generate employment prospects. One Town One Product is a government campaign that promotes regional pride, indigenous product rediscovery, entrepreneurship, and public-private partnerships as fundamental elements for Micro, Small, and Medium Enterprises (MSMEs). The principal aim of the paper is to evaluate the key success factors and entrepreneurial orientation of tourism entrepreneurs through One Town One Product in the province of Camarines Sur. It assessed the DTI-Registered OTOP beneficiaries particularly its demographic profile; key success factors in terms of entrepreneur, enterprise, and network/stakeholders; also, the entrepreneurial orientation in terms of innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy. The data was collected from the 362 OTOP employees in Camarines Sur through a questionnaire. To demonstrate the considerable association between the respondents' profile and their entrepreneurial orientation, a descriptive method was used. Given the results, there is a high priority on small-scale business in terms of entrepreneurs in Camarines Sur who are willing to expand their entrepreneurial skills and abilities. These skills and abilities include innovativeness, proactiveness, competitive aggressiveness, risk taking, as well as autonomy which makes a certain tourism souvenir business strive.

***Keywords:*** one town one product, entrepreneurial orientation, tourism products, small-scale business

## **Key success factors and entrepreneurial orientation of one town one product in the province of Camarines Sur**

### **1. Introduction**

Tourism entrepreneurs are important stakeholders in the field of tourism and hospitality as they are the individuals who produce goods and services for the tourists. The role of tourism entrepreneurship not only solves societal issues, but also boosts a country's economic growth and development. Local tourism products can be souvenirs that serve as a memory or a remembrance from visiting a certain place. Since tourism is a lucrative way of helping a certain town specifically in uplifting its economy through tourist visits, however, supporting locally manufactured items can also be a way of helping the local residents. Hence, One Town One Product serves as an identity of a certain town for which they are known for.

OTOP is a government program that helps micro, small, and medium-sized businesses (MSMEs) manufacture, offer, and market distinctive products or services utilizing locally sourced raw materials and expertise. Through OTOP, each city and municipality's senior executives take the lead in identifying, creating, and promoting a competitively beneficial product or service. Under the project, various municipalities and localities have identified their own things which will be granted by the government and Department of Trade and Industry support, through multiple municipal regulations. The initiative emphasizes regional pride, indigenous product rediscovery, entrepreneurship, and public-private partnerships as important principles. According to Kusumastuti et al. (2016), the OVOP (One Village One Product) in Japan has been a great example of SME help. Other countries have been driven to explore Japan's OVOP model because of the desire to assist local enterprises. OTOP initiatives have been implemented in South Asian countries, including the Philippines.

Further, based on the Department of Trade and Industry [DTI], OTOP-Philippines is a multi-sectoral initiative initiated in 2004 by the Philippine government to support local enterprises, involving National Government Agencies (NGAs), Local Government Units (LGUs) and the private sector. Business coaching, expertise and entrepreneurship preparation, the latest technology, marketing, and product design and development are included in the support program offered to entrepreneurs. In Camarines Sur, the common OTOPs are food delicacies such as Pili Nuts, Chili Oil, Bicol Express, Laing, and the like together with numerous hand-crafted products.

Sustainable development, on the other hand, is seen as a living, breathing concept and process. The public's perspective of this process changes as society advances. It is defined as growth that sees the requirements of the present cohort without endangering the ability of future generations to meet their own. Sustainable tourism progress has become a significant component of the tourism industry's development goal in many countries. Similarly, in the development of sustainability, sustainable tourism growth has seen a change after focusing on economic growth and natural conservation and preservation to poverty relief and residents' empowerment; from concentrating on managements and businesses to putting local communities first. By highlighting residents as the most important aspect, sustainable tourism attempts to strengthen existing tourism planning and development frameworks. Building links and alliances to strengthen local communities' skills and change domestic economies in a sustainable and ecologically friendly way is an important part of this paradigm (Obradovi, 2021).

It is critical for long-term tourism development that inhabitants have a good mindset. Even though residents' views about tourism are interesting subject in tourism research, the fundamental thought of inhabitants' attitudes toward tourism is still incomplete. It's difficult not just to analyze attitudes, but also to investigate how attitudes, whether favorable or negative influence the success of tourism operations. It is vital to examine the process of changing local inhabitants' views toward tourism to ensure that the tourism business receives positive community support.

One Town One Product in Bicol is diverse in nature which offers a wide variety of products that differs from each municipality. In Camarines Sur, one of the famous products is the Pili Nut which is one of the finest gifts of the Philippines being a tropical country. Since then, the pili nut has earned its reputation as a premium nut, with a variety of snack product versions under the regional brand, including crispy, salted, and roasted pili nuts. Aside from this, other municipalities also have their own product that gives identity to their place as the raw materials are available within the municipality. Other products are laing or gabi leaves cooked in coconut milk, bicol express, and other handcrafted products such as souvenirs made of abaca, coco coir fiber, bamboo, and many more. Handicrafts from the past, clothes made of cotton and silk, ceramic, jewelries and accessories, objects found at home, and cuisine are just a few of the local products available through OTOP.

Small and medium-sized industries create a major component of developing countries' corporate segments, like the Philippines. The importance of the influence of Small and medium-sized businesses are an important element of every country's economic landscape. Some initiatives helping small businesses have been developed by governments around the world to further aid them flourish and sustain commercial production, jobs and the preservation of culture through the development of local goods.

The main challenge in this study is how to sustain the revenue of small-scale businesses like the local entrepreneurs of the DTI Program – One Town One Product (OTOP) amid calamities and pandemic as they rely on the tourist visit if not with the local support. Another hindrance is the entrepreneurial orientation of the OTOP business owners as a way to sustain their business. Hence, the significant aspect is how to continue the tourism products' viability among the community.

One of the key goals of tourism is to assist the community by improving their economic status and thereby providing work opportunities for the community's residents. Using indigenous materials in livelihood programs, for example, may benefit a community. People are finding it difficult to earn money during these trying times compounded by pandemics and other force majeure. This study is conceptualized primarily to describe the sustainable development plans thus determine recipe for success and innovation strategies for the beneficiaries of the OTOP Program in the Province of Camarines Sur.

### *1.1 Objectives of the Study*

This study aimed to determine sustainable development plan and evaluate key success factors of One Town One Product (OTOP) in the Province of Camarines Sur. Moreover, the following objectives were the focus of this research: (1) to identify the profile of OTOP recipients in the Province of Camarines Sur in terms of sex, age, number of years working in OTOP business, and monthly income; (2) to assess the level of key success factors of small-scale sectors in terms of entrepreneur, enterprise, and network/stakeholders; (3) to evaluate the business owners' entrepreneurial orientation in terms of innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy; (4) to test the significant difference in the evaluation of key success indicators when grouped by OTOP beneficiary profile; (5) to test the significant relationship on the entrepreneurial orientation and innovation; and (6) to propose a sustainable plan based on the study's findings.

## **2. METHOD**

**Research Design** - The researcher utilized quantitative descriptive design to gather information confronting the problem in this endeavor. According to Hussain et al. (2019), methods of quantitative analysis refer to techniques and methods that allow a researcher in a numerical format to interpret the result. The selection of the method of quantitative research varies and depends on the skill of the method of research, as well as the relevant questions to which one is looking for answers. The researcher used the questionnaire to collect information which will be submitted for validation and reliability test.

**Participants of the Study** - The respondents in this study are the employees who are part of the DTI-Registered One Town One Product Program in the Province of Camarines Sur wherein Rao soft Sample

Size Calculator identified the number of target samples. Respondents came from the five (5) Congressional Districts of the Province of Camarines Sur. A total of 364 employees from DTI-Registered OTOP businesses responded on the questionnaire. The availability sampling method was used to select the respondents.

**Data Collection Instrument** - Survey questionnaire consisting of three (3) parts namely Profile of the Respondents, Key Success Factors, and Entrepreneurial Orientation was used in this study. Part 1 is the profile of the OTOP respondents, Parts 2 and 3 are adapted from the study of Soriano (2019). Modifications were made specifically by changing the 7-Likert Scale into 5-Likert scale to be clearer to the respondents, hence a precise answer on every question was provided. To aid in data analysis, the data was processed using statistical methods like percentage, frequency, ranking, mean, anova test, and pearson-product moment correlation coefficient. The data was organized into tables to make it easier for the researcher to interpret. The study instrument was validated by a statistician and the researcher's adviser. Prior to distributing the survey to the respondents, pilot testing and reliability were undertaken. A total of 45 people took part in the pilot study. The result of reliability statistics showed that the computed Cronbach's alpha value of 0.809 signifies that the instrument for key success factors of small-scale sectors has a good internal consistency as well as the questionnaire for entrepreneurial orientation with 0.791 which signifies acceptable in the rule of thumb. Thus, this set of questionnaires is considered valid for use.

**Data Gathering Procedure** - Prior to survey distribution and data collection, approval was sought from Graduate School of Lyceum of the Philippines University – Batangas (LPU-B). Data was collected utilizing a survey questionnaire and google forms consisting of three (3) parts namely Profile of the Respondents, Key Success Factors, and Entrepreneurial Orientation which is adapted from Soriano (2016). Participants' responses were received directly by the researcher upon submission of the completed survey questionnaire and/or google form as per the avenue of the respondent to answer the said survey.

**Data Analysis** - The following statistical tools were used to conduct data analysis. The demographic profile of the respondents was described using frequency and percentage distribution. Entrepreneurial orientation, such as proactiveness, risk-taking, competitive aggressiveness, and autonomy, were assessed using a weighted mean and ranking. The Shapiro-Wilk Test found that the primary variables' p-values are less than 0.05, indicating that the data set is not regularly distributed. To assess significant differences, the non-parametric tests Mann-Whitney U test for two groups and Kruskal Wallis test for three groups were used. Similarly, the Spearman rho was employed to examine the significance of the link between the level of priority placed on Key Success Factors and the Entrepreneurial Orientation of Business Owners. Following the range and verbal interpretations, the 5-Point Likert Scale was used to interpret the computed weighted mean based on the respondents' ratings on the indicators per variable. Furthermore, all data were handled with PASW version 26 statistical software to better understand the study's results using an alpha level of 0.05.

**Ethical Consideration** - The researcher made certain that ethical considerations have been established prior to the beginning of the study. The researcher asked the author for permission to use and modify the adopted questionnaire before distributing it to the participants. The study did not include any specific names to maintain the survey's confidentiality. Only data-driven information and outcomes collected were presented and the respondents' identities were not disclosed, and the research participants were not harmed in any manner because of the study's findings or conclusions. They had the right to withdraw any time while answering whenever they feel uncomfortable with providing their information with regards to the study. The respondents were also assured of their anonymity upon deciding whether they wish to participate or abstain. It was made clear that their identities and responses would be kept private and would be utilized only for the purposes of the study. The study prioritized research respect and dignity, and full consent from the participant was obtained prior to the study. The researcher makes certain that ethical considerations have been established prior to beginning the study before proceeding.

### 3. Results and Discussion

Table 1 illustrates the demographic profile of the respondents. In terms of sex, female respondents achieve higher frequency of 273 or 75.40 percent over the males with 89 or 24.60 percent. The results show that more females are engaged in being employed in business than males. The association among potential entrepreneurs, gender, and entrepreneurial orientation with perceived entrepreneurial skills shows that women are more effective in terms of entrepreneurship and have a greater interest in selling various items. The findings revealed that there are little differences between males and females (Ward, et al., 2019).

**Table 1**

*Percentage Distribution of the Respondents Profile*

Sex	Frequency	Percentage (%)
Male	89	24.60
Female	273	75.40
<b>Age</b>		
25 years and below (Gen Z)	268	74.00
26-40 years old (Gen Y)	80	22.10
41-56 years old (Gen X)	12	3.30
57-75 years old (Baby Boomers)	2	.60
<b>Number of years working in the OTOP business</b>		
5 years below	280	77.30
6-10 years	67	18.50
11 years and above	15	4.10
<b>Monthly Income</b>		
20,000 below	333	92.00
21,000 – 30,000	24	6.60
31,000 above	5	1.40

In terms of age, most of the respondents are within the age bracket of 25 years old and below under Gen Z with the frequency of 268 or 74 percent. The second highest frequency is the Gen Y which covers 26-40 years old with a frequency of 80 or 22.10 percent. Several the employees in the OTOP business belongs to Gen Z with an age bracket of 25 years and below and are relatively young which are characterized to be more active and able to produce merchandise that caters to local products they have in their respective municipality. Some of the young employees were found out to be working students having a part time job to help their families earn a living while still during pandemic where there are no face-to-face classes.

In terms of the number of years working in OTOP business, majority of the respondents fall within 5 years and below with a frequency of 280 or 77.30 percent. For those employed for 6-10 years, there is a frequency of 67 or 18.50 percent. The least belongs to those who are employed for 11 years and above with 15 or 4.10 percent. Results point out that majority of the employees connected with OTOP are just new to the business. It can also be said that most of them are part-time students who have been working since the onset of the pandemic. Although there is very little early information on the consequences of COVID19's social distance constraints and health and the economy demand shifts, many small businesses and entrepreneurial endeavors are expected to close. Switching jobs early in a career is typical since finding a job that matches your interests and skills might take time. Early in a career, switching professions a few times can help people find a job that they enjoy enough to continue without being burned out. Once the suitable employment is discovered, the employee can still be with the company for a longer period and progress up the corporate ladder to senior management roles (Fairlie, 2020).

For the monthly income, most of the respondents have the average income of 20,000 and below with a

frequency of 333 or 92 percent while for 21,000-30,000, there is a frequency of 24 or 6.60 percent. Only few respondents belong to the group with 31,000 and above as their monthly income with a frequency of 5 or 1.40 percent. Majority of OTOP enterprises do not yet have that earning power due to their status as micro and small businesses. Many of them, on the other hand, feel their sales are sufficient. Despite their low profitability, they can maintain their operations and contribute to the local economy by donating tax money and employing others. They also promote local products and make effective use of the abilities of the people in their areas.

According to Dong (2017), income supervision is a critical component of a company's ability to make effective use of its employees as well as to retain and motivate them. In the early stages of a small or medium-sized business's development, good salary management is critical. Because of their own reasons, SME's have their own benefits and features in compensation management. They are ubiquitous and small-scale, with a distinct regional identity. SME's have a flexible hiring system. Knowledge workers provide a significant contribution to SMES and play an important part in it. They do, however, have their own drawbacks. In SME's, pay is usually low; the salary system is usually insufficient; and the salary motivating system is usually weak. SME salary management issues can be caused by a variety of factors. SME salary management is frequently constrained by traditional wage management, and they lack current salary management ideas.

**Table 2**

*Level of Priority on Key Success Factors*

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Entrepreneur	4.37	High Priority	1
2. Enterprise	4.22	High Priority	2
3. Network/Stakeholders	4.16	High Priority	3
<b>Composite Mean</b>	<b>4.25</b>	<b>High Priority</b>	

*Legend:* 4.50 – 5.00 = Essential; 3.50 – 4.49 = High Priority; 2.50 – 3.49 = Medium Priority; 1.50 – 2.49 = Low Priority; 1.00 – 1.49 = Not a Priority

Table 2 shows the summary table on level of priority on key success factors. The composite mean of 4.25 indicates that it is high priority. The indicators such as entrepreneur (4.37), enterprise (4.22), and network/stakeholders (4.16) ranked first to third, respectively. Many Filipino entrepreneurs are already successful with their business while some are still on the process of being more equipped. The OTOP plan in the area, for example, has provided a great deal to the businessperson responses in terms of expanding their entrepreneurial abilities, methods, procedures, goods, and even production and manufacturing technologies. Many beneficiaries said that the OTOP program had helped them grow their business. Because of their commitment and cooperation with the OTOP initiative, several doors opened, and they were able to expand their commercial horizons. According to Dinis et al. (2019), the significance of tourism in the rejuvenation of rural periphery areas has been underlined in both academic and political discourse, with tourist entrepreneurs, particularly local hosts, being acknowledged as important in the process. Individual firms and entrepreneurs, on the other hand, are heavily emphasized in destination growth literature and models.

Other items assessed such as network/stakeholders have the lowest mean score of 4.16. The entrepreneurs of OTOP still lacks network/stakeholders to promote their business. Some of them are used to the traditional way of simply displaying their products daily. They have not yet realized that creating a network of family and friends can help in the promotion of their business. Also, most of them are not using the social media to advertise their business which can be a leap towards reaching out to their family, friends, local government, and even the tourists. From an environmental and sociological standpoint, studies of Manzanque-Lizano et al. (2019) have made substantial advances to our knowledge of how and why firms engage in sustainable activities. According to other research, SMEs' contacts with their customers should be seen as potential sustainability drivers. In this sense, sustainability refers to an institution's ability to continue operating indefinitely while considering its impact on natural, social, and human capital.

**Table 3***Business Owners' Entrepreneurial Orientation*

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Innovativeness	4.22	Often	3
2. Proactiveness	4.14	Often	4
3. Risk Taking	4.29	Often	2
4. Competitive aggressiveness	4.13	Often	5
5. Autonomy	4.41	Often	1
<b>Composite Mean</b>	<b>4.24</b>	<b>Often</b>	

*Legend:* 4.50 – 5.00 = Always; 3.50 – 4.49 = Often; 2.50 – 3.49 = Sometimes; 1.50 – 2.49 = Rarely; 1.00 – 1.49 = Never

Table 3 reveals the summary table on business owners' entrepreneurial orientation. The composite mean is 4.24 which falls under the verbal interpretation, often. Autonomy (4.41) stands in rank one, risk taking (4.29) stands in rank two, and innovativeness (4.22) which stands in rank three obtained the highest mean scores. The most important thing to the entrepreneurs is autonomy which states to lean toward a Given that they are under SMEs, the manager is the most powerful figure in terms of work guidance and corporate decision-making. The respondents also want to ensure that everything runs properly within the organization, which necessitates continuous supervision and assistance. Furthermore, even with less oversight, merchants want to ensure that the products, whether they be work or commodities, are of the highest possible quality. Workplace autonomy, according to Fagerberg et al., (2016), increases worker productivity, engagement, creativity, and general well-being. Many firms have learned that by rejecting micromanagement in favor of independence and self, their employees are more productive.

Indicators such as proactiveness (4.14) ranked fourth followed by competitive aggressiveness (4.13) which ranked fifth were also assessed as often. Competitive aggressiveness has not been considered yet as a primary cause of improved results even in SMEs like the OTOP entrepreneurs. It has been shown that business owners are still stagnant in playing a major role in the interaction between network capabilities, knowledge generation, innovativeness, and being ahead of other competitors. Nevertheless, successful business owners who have been part of the DTI Program are really trying their best to stay on the niche amidst different challenges and market competition. Competitive aggressiveness and environmental uncertainty are both linked to business performance, according to Olayemi et al., (2018) in their study on The Influence of Competitive Aggressiveness and Environmental Uncertainties on Business Performance in Nigeria. Most firms have become more competitive because of the volatility of the Nigerian business climate in order to improve their performance.

**Table 4.1***Difference responses between the level of priority on key success factors when grouped according to profile*

Sex	$U/\chi^2_c$	p-value	Interpretation
Entrepreneur	10429.5	0.043	Significant
Enterprise	8995	0.000	Highly Significant
Network/Stakeholders.	10421.5	0.042	Significant
<b>Age</b>			
Entrepreneur	8.656	0.034	Significant
Enterprise	6.09	0.107	Not Significant
Network/Stakeholders.	4.929	0.177	Not Significant
<b>Number of years working in the OTOP business</b>			
Entrepreneur	0.759	0.684	Not Significant
Enterprise	2.768	0.251	Not Significant
Network/Stakeholders	0.254	0.881	Not Significant

<b>Monthly Income</b>				
	Entrepreneur	6.284	0.043	Significant
	Enterprise	7.186	0.028	Significant
	Network/Stakeholders	1.122	0.571	Not Significant

*Legend:* Significant at p-value < 0.05

Table 4.1 displays the comparison of responses on level of priority on key success factors when grouped according to profile. It was noticed that there was a significant difference when grouped according to sex since the obtained p-values were less than the alpha level of 0.05. This means that the responses vary statistically and found out that female have higher priority. The enterprise is one of the characteristics that appeared to be very important in terms of sex. From gender variety to culture, age, and color, diversity has been shown to boost creativity and ingenuity. Men and women will unavoidably come from different backgrounds and have different perspectives on business.

In the case of OTOP entrepreneurs, it was discovered that more females contribute to the various key success factors of their business, including more hard work, social skills, competent management skills, and the like, for the enterprise's viability. Network or stakeholders also place a significant value in terms of sex. Female entrepreneurs have a better understanding on the importance of stakeholders which can be their investors if there is any, employees, creditors, suppliers, as well as the government. As a result, as a small business, having the appropriate stakeholders can make a big difference in the company's destiny. What's more crucial is that each and every corporate stakeholder's tasks and obligations be clearly defined. In the study of Fairhust and Lusinga (2020), argue that stakeholders are commonly acknowledged to play a part in an organization's turnaround. Management should be viewed as a useful activity for which time and resources should be provided. At various stages of the business recovery process, business rescue practitioners should be aware of stakeholder influences.

An additional information showed that results identified that in terms of sex, more female are active entrepreneurs especially in the case of the OTOP Program. Women are observed to be more friendly, to multi-task, very patient in accommodating and dealing with customers, and are more passionate in what they do. As it is reflected in the study of Isaga (2019), According to survey responses, the primary motivation for starting a business was to offer employment for the woman herself. Augmenting earnings and letting women to pursue the type of work they want are two further motivations. As per the factor analysis, successful entrepreneurs are more influenced by push forces than by pull forces. Female entrepreneurs face a number of challenges, including a lack of cash, gender-related obstacles, and social and cultural duties.

Because the resulting p-value of 0.034 was smaller than the 0.05 alpha level, there was also a significant difference in entrepreneur when grouped by age. As a result, a significant difference was discovered, which was discovered in people aged 25 to 40. One of the indicators that appeared significant in terms of age is the entrepreneur. Younger and older entrepreneurs add greater social value to their enterprises, whereas middle-aged entrepreneurs are more economically focused and less socially conscious. OTOP entrepreneurs who belongs to ages 25 to 40 years old are said to be more proactive and optimistic in potential business opportunities. Brieger et. al (2020) stated that younger people are more likely to be open-minded to changes and advancement than older people to start a new business, according to empirical evidence. As a result, a population's age distribution may have an impact on the rate of new firm formation.

Lastly, there was a significant difference on entrepreneur ( $p = 0.043$ ) and enterprise ( $p = 0.028$ ) when grouped according to monthly income. The responses differ significantly and based on the post hoc test conducted, it was found out that those who have income of 21,000 to 30,000 have higher priority. The results show that there is a huge value in entrepreneurs, particularly in terms of monthly revenue. The income effect can have a positive or negative impact on a small business, such as that of OTOP beneficiaries, depending on a variety of factors. When a consumer's income rises or declines, the income effect affects how he or she spends money.



Furthermore, higher income leads to higher demand for services and goods, leading to higher expenditure. A decrease in income has the inverse impact. People spend less when their earnings are reduced, and enterprises feel the consequences. The OTOP entrepreneurs have felt a strong impact on a certain income downfall due to the current pandemic where there are lesser tourists, which also means lesser income for the employees. The coronavirus, according to Fairlie (2020), has resulted in new retail and commercial shutdown in the United States and throughout the world. Stores, factories, and a variety of other businesses have been forced to close due to policy demands, declining market trends, medical issues, and other factors. Most of these shutdowns may be permanent since proprietors are unable to pay recurring obligations and survive the shutdown. Local firms around the world are projected to be badly hit, which will have an influence on employee monthly pay when monthly sales of the business are taken into account. On the other hand, enterprise has also shown a significant result in terms of monthly income. Consumers' buying behavior typically varies on how they felt a certain good or product is needed. According to the responses of the participants, the pandemic has impacted the demands of the products due to lesser tourist arrivals.

**Table 4.2**

*Difference between the business owners' entrepreneurial orientation when grouped according to profile*

<b>Sex</b>	$U_n^2_c$	<b>p-value</b>	<b>Interpretation</b>
Innovativeness	8432	0.000	Highly Significant
Proactiveness	7911	0.000	Highly Significant
Risk Taking	7993.5	0.000	Highly Significant
Competitiveness	8267	0.000	Highly Significant
Autonomy	9545	0.002	Significant
<b>Age</b>			
Innovativeness	6.438	0.092	Not Significant
Proactiveness	5.22	0.156	Not Significant
Risk Taking	3.001	0.392	Not Significant
Competitiveness	5.116	0.164	Not Significant
Autonomy	7.275	0.064	Not Significant
<b>Number of years working in the OTOP business</b>			
Innovativeness	8.5	0.014	Significant
Proactiveness	9.722	0.008	Significant
Risk Taking	1.7	0.427	Not Significant
Competitiveness	1.586	0.452	Not Significant
Autonomy	5.499	0.064	Not Significant
<b>Monthly Income</b>			
Innovativeness	1.975	0.373	Not Significant
Proactiveness	2.008	0.366	Not Significant
Risk Taking	4.843	0.089	Not Significant
Competitiveness	1.414	0.493	Not Significant
Autonomy	0.755	0.686	Not Significant

*Legend: Significant at p-value < 0.05*

Table 4.2 presents the comparison of responses on entrepreneurial orientation when grouped according to profile. It was observed that there was a significant difference when grouped according to sex since the obtained p-values were less than the alpha level of 0.05. This means that the responses vary statistically and found out that female have better entrepreneurial orientation. Innovativeness is shown highly significant in terms of sex. Women have played an essential role in the rise of entrepreneurship around the world, but there is still a major gender difference in participation, and it is crucial to understand that this disparity appears to be persistent across cultures and economies especially in the locality or provinces like Camarines Sur. Numerous females are

observed to possess a better entrepreneurial orientation especially in terms of innovating and have the guts to start businesses like selling souvenir products, raising initial capital, and thirst for success thereafter.

In male-dominated businesses, female entrepreneurs employ more women than male entrepreneurs and choose women with comparable attitudes. Female entrepreneurs also had stronger internal attributions for innovating their businesses than male entrepreneurs, according to the study of Chidiebere et al. (2019). As seen from the result, proactiveness is also considered as highly significant based on sex. As OTOP beneficiaries are dominated by women, they have shown important characteristics of staying in the course of business. Women entrepreneurs, being proactive, possess a good leadership which is quite appealing. They tend to respond to circumstances with grace and optimism.

Similar to the study of Mozumdar et al. (2020), women entrepreneurs in developing nations (usually defined as low- and middle-income economies) who produce something from nothing are known as proactive and creative entrepreneurs. Because most of their actions are governed by society conventions, their economic activities may be hampered by the social environment but they remain optimistic even with social constraints on women's societal status. The social context constrains women's societal status. Risk taking was also interpreted as highly significant in terms of sex. The OTOP beneficiaries in Camarines Sur have strong characteristics of being inclined to handle several kinds of risks. A number of them have continued to open their shops even with the fear of COVID and low income returns. They are observed to be determined to pursue their business even when faced with hurdles. Entrepreneurs are seen to be riskier than other people, according to the concept of entrepreneurship and ordinary observation. Many studies have discovered that women are just as willing to take risks as males. As a result, they may avoid riskier investments or career choices, missing out on the benefits of taking significant risks (Hock et al., 2021).

Most of the respondents are already aware of the importance of competitiveness. Last September this year, many of them have showcased their product during the Trade Fair participated by OTOP beneficiaries. Women entrepreneurs are also active in promoting and selling their products through online selling campaigning for support local goods. Similar to the study of Stoyanova and Angelova (2018), in the management of modern businesses, competitiveness is a critical attribute. Its growth and long-term viability are reliant on on the most well-organized use of existing possessions, the organization's skill to adjust to a rapidly changing environment, and the speed and efficiency with which innovations are implemented. The deliberate improvement of an organization's competitiveness is linked to investments in human resource development, technical upgrades, and overall improvements in working conditions.

Autonomy was found out to be significant in terms of sex. The most important to entrepreneurs is autonomy, which means that they should strive for a situation in which the leader is the most powerful individual in terms of work supervision and corporate decision-making, especially if they are working for a small business. Moreover, even with less oversight, business owners would like to guarantee that the outputs, whether labor or products, are of the greatest possible quality. Workplace autonomy, according to Fagerberg et al., (2016), improves employee satisfaction, motivation, creativity, and general well-being. Many firms have learned that by rejecting micromanagement in favor of autonomy and self-governance, their employees are more productive.

There was also significant difference on innovativeness ( $p = 0.014$ ) and proactiveness ( $p = 0.008$ ) when grouped according to number of year working in OTOP business since the resulted p-values were less than 0.05 alpha level. Thus, significant difference was observed, and this was found on those who are working in less than 11 years based on the pairwise comparison.

Innovativeness has a great impact specifically in terms of the number of years working in a certain business. As the entrepreneurs treat experience as the best teacher, they have already maneuver and have found alternative solutions in their current challenges in their business. These businessmen have also realized the importance of innovation not only with product branding, but more so, with innovating marketing as well as management strategies. The more years they have spent in the business, the more they find strength to stay in the line.

According to Fagerberg (2018), policy guidance must be based on the accumulated literature on the current situation, so in this case, innovation considers the various policy approaches proposed to affect innovation and sustainability changes, as well as the lessons learned in the development and implementation of transformative innovation policies.

Result shows that human capital is crucial since every innovation, including new product ideas, new technologies, and process improvements, relies on some level of human capital. In the case of proactiveness of the entrepreneurs, on the other hand, it necessitates the entrepreneur's detection of the need for assistance especially with continuous training and monitoring of DTI, LGU, and the like to fulfill the needs of the entrepreneurs to make their business viable and lucrative. Younger individuals are more open to be proactive and innovative since they are starting to adopt new technologies that can heighten the sustainability of their enterprise. Parsons (2016) argued that the employee's age emerges as a significant independent variable, having negative implications for both the cost and benefit of the employee's creative efforts. However, an employee's ability to put their ideas into action and maximize on their initiative, positively connected with their age.

**Table 5**

*Relationship between level of priority on key success factors and business owners' entrepreneurial orientation*

<b>Entrepreneur</b>	<b>rho-value</b>	<b>p-value</b>	<b>Interpretation</b>
Innovativeness	.489**	0.000	Highly Significant
Proactiveness	.468**	0.000	Highly Significant
Risk Taking	.491**	0.000	Highly Significant
Competitive	.415**	0.000	Highly Significant
Autonomy	.356**	0.000	Highly Significant
<b>Enterprise</b>			
Innovativeness	.613**	0.000	Highly Significant
Proactiveness	.605**	0.000	Highly Significant
Risk Taking	.623**	0.000	Highly Significant
Competitive	.531**	0.000	Highly Significant
Autonomy	.495**	0.000	Highly Significant
<b>Network/ stakeholders</b>			
Innovativeness	.480**	0.000	Highly Significant
Proactiveness	.499**	0.000	Highly Significant
Risk Taking	.444**	0.000	Highly Significant
Competitive	.450**	0.000	Highly Significant
Autonomy	.440**	0.000	Highly Significant

*Legend:* Significant at p-value < 0.05.

Table 5 displays the association between the level of priority on key success factors and entrepreneurial orientation. It was observed that the computed rho-values values indicate a strong direct correlation and the resulted p-values were all less than the alpha level of 0.01. This means that a significant relationship exists and implies that the higher the priority the better is the entrepreneurial orientation.

According to the survey's result, entrepreneurial orientation is one of the most widely used concepts for assessing corporate entrepreneurship (EO) when associated with the key success factors. OTOP businesses which give high regards to the key success factors such as entrepreneur, enterprise, and network/stakeholders and exercise innovativeness, proactiveness, and willingness to take risks is deemed entrepreneurial. EO has been found to closely mirror genuine entrepreneurial firm behavior and to be favorably connected to firm success in general. The results reveal that the aspects of (EO) are related to the achievement of functions in a company in a variety of ways. Proactiveness and sales and marketing performance, as well as innovativeness and R&D performance, are observed to have significant positive relationship. There is a link between taking risks and poor

production results. The data also show that R&D, production, marketing, and sales have a positive relationship with overall business performance. As a result, it is established that in terms of total company performance, the R&D, manufacturing, marketing, and sales departments strengthen and complement each other in a logical order (Chidiebere, 2019).

On the other hand, in terms of entrepreneurship, innovativeness has been given a high value. It simply goes to show that many of these OTOP recipients have already recognized the necessity of being innovative as a driving force for their company's success. Better performance necessitates the pursuit of innovation. Innovativeness is becoming more widely recognized as a critical component of a company's success. However, entrepreneurship is critical for the success of emerging economies (Bedi, 2019).

Proactiveness is also regarded as highly significant with connection to the entrepreneur. It is observable that they have already learned how to react to certain business challenges in an optimistic way. They are resilient enough to face several problems like low income, shortage in raw materials, lesser tourist visits, and the like as they have adapted to the New Normal. In the study of Bedi (2018), he emphasized that organizations functioning in a dynamic environment are more likely to benefit from proactiveness. To attain stable business success, managers and entrepreneurs should adopt forward-looking and opportunity-seeking views, according to the research.

Based on the statistics, the entrepreneurs are risk takers. They have been to several downfalls already but they consider the pandemic as one of the greatest hurdles they are not prepared with. However, seeing them continue with their business is great evidence of how they are able to manage risks. Hongdiyanto (2018) agreed that one strategy to alleviate poverty and unemployment is to become an entrepreneur. To be an entrepreneur, one must possess the necessary attributes which are opportunity creator and measured risk taker.

The entrepreneurs under the DTI Program have a highly significant relationship in terms of competitiveness. Since most of their employees are young, they have also improved most of their strategies most especially in marketing their products. They've been promoting their items on social media and have changed labeling to make it more individualized and appealing to customers. Most of the respondents have exercised autonomy in cases where the employees are still needed thorough attention and guidance especially for OTOP business who are making import quality products such as bamboo furniture, handicrafts, and food souvenirs that needs to be meticulously prepared. Meanwhile, in some cases, entrepreneurs trust their employees especially when they have been in the business for a long time and have already mastered their skills and abilities.

In terms of enterprise, statistics shows that there is a highly significant relationship with innovativeness. Some of the known shops have already placed a souvenir shop inside the mall, while some are in the terminals. These innovations are strategic in nature foreseeing the possible consumers or buyers in areas where it is more accessible. Firms operating in developing economies are not the same as those operating in developed economies. The socioeconomic circumstances of emerging economies require a conservative, gradual approach to innovation. Further, proactiveness in the enterprise is observable through joining in the new normal caravans and posting in social media sites promoting to the consumers to buy local products. Some of the entrepreneurs have also introduced promos or even supporting a certain community to attract more buyers while at the same time, helping for a cause. Proactivity has a significant and concurrent impact on social enterprise economic performance. According to Sukendy and Hartono (2019), many types of micro-enterprises (full-time/part-time, home-based, street-front, or farm-based) may aid in the launch process. Each of these segments and sub can make a significant contribution to low-income households' socioeconomic development, ensuring long-term economic improvement that can be achieved through proactive measures.

Risk taking is notable to numerous respondents. According to the entrepreneurs, they are still suffering from low income given the outrage of the pandemic. However, some of them have devised way to sustain their business. For example, a certain shop who sells souvenir t-shirts have expanded to selling native place mats, lanterns, flower pots, and the like seeing the demands of the people while in the new normal. It means that they

are willing to add their capital just to make their business lucrative again.

When organizations encourage risk and then blame failure, they have one of the most serious flaws. Failure is carried too far when one doesn't want to reward it after they have classified it as a failure. The more robust a system is, the far more stable the business becomes and the more adaptive it is to changing conditions, making it a more risk taker (Hertz, et al., 2018).

The autonomy in terms of enterprise is also interpreted as highly significant. The micro, small, and medium enterprise can already be considered autonomous since they are the ones who drive their business towards the success. However, it is through autonomy that a certain OTOP can also practice empowerment especially those firms which help a certain group of out of school youth or even unemployed women. Stakeholders play a major role in the innovativeness of a certain enterprise. For example, the Department of Trade and Industry, as the government's office assigned to reach out to small businesses can help through continuous workshops and/or trainings that will also assist the entrepreneurs on the current trends in the market place. Possible innovations they can learn with continuous training are the product packaging, marketing strategies, branding, and the like.

Proactiveness in terms of network/stakeholders has a highly significant relationship since it coincides with the exchanging benefits one can get from another. The government through Local Government Unit is one of the visible networks of the OTOP beneficiaries since they are the direct advertisers of the municipality's product. This can be seen especially during festivals wherein part of their celebration is to market and take pride of their local product at hand. Filipino entrepreneurs are known to be risk takers. Most of them have applied taking risks specifically by adding their capital through lending agencies which are also considered as stakeholders. This is one of the most crucial stage especially this time of pandemic wherein their sales are low but they have to take chances in expanding their products by borrowing some money from private individuals or institutions that can help their business adjust to the demands of the consumers.

This is in consonance with the study of Nyanga and Chindanya (2021) for which entrepreneurs' risk aversion can be decreased by pairing them with credible business mentors who can both motivate them and help them break down cultural and societal obstacles. The concept of "don't go it alone," as well as encouragement to establish entrepreneurial groups and stakeholder interventions and programs that support female entrepreneurship, help to lessen risk aversion. Competitive aggressiveness in terms of network/stakeholders is observable in OTOP entrepreneurs as they are maximizing the help of the government being rendered to them. However, their biggest stakeholders nowadays are the consumers who will patronize their product. Hossain and Asheg (2019) emphasized that there are considerable correlations between defensiveness and competitive aggressiveness, as well as two measures of shareholder value maximization. Competitive aggressiveness is important for maximizing and maintaining specified characteristics of stakeholder value.

Lastly, the OTOP Beneficiaries in Camarines Sur have a highly significant result in terms of autonomy when linked to stakeholders. It is true that these entrepreneurs know how to run their business but they still need the help of other stakeholders to help them in the sustainability and success of their enterprise. Much attention is given to budding entrepreneurs for which they are being trained with different products they can make out of the available local materials they have in their municipality. In the context of entrepreneurship that supports long-term growth, the idea of a sustainability entrepreneurial ecosystem is a novel concept. This study adds to our understanding of autonomy by examining the characteristics that promote the formation of stable, long-term entrepreneurial ecosystems. In the context of entrepreneur autonomy, the engagement of entrepreneur partners and culture of the local in the perceptions of sustainable business ecosystems is very important (Bischoff, 2021).

#### **4. Conclusion and Recommendation**

Majority of the respondents are female, 25 years and below. They are working in OTOP business for Five years and below and has a monthly income of 20,000 Pesos and below. The tourism entrepreneurs in Camarines Sur are dominated by women and most of them are still new in the industry.

Based on the results, there is a high priority on small-scale business in terms of entrepreneurs in Camarines Sur who are willing to expand their entrepreneurial skills and abilities. These skills and abilities include innovativeness, proactiveness, competitive aggressiveness, risk taking, as well as autonomy which makes a certain tourism souvenir business strive.

The business owners' entrepreneurial orientation reveals that the most important thing to the entrepreneur is autonomy for which they are deemed as the most dependable individual in terms of work guidance and corporate decision-making. Although some of the exercised autonomy in cases where the employees are still needed thorough attention and guidance especially for OTOP business who are making import quality products such as bamboo furniture, handicrafts, and food souvenirs that needs to be meticulously prepared.

There was a significant difference when grouped according to sex. Hence, it was found out that female have higher priority in terms of enterprise. Whereas there was also a significant difference on entrepreneur when grouped according to age. Further, a significant difference was observed on entrepreneur and enterprise when grouped according to monthly income. Innovativeness is shown as highly significant in terms of sex. Women have played an essential role in the rise of entrepreneurship around the world, but there is still a major gender difference in participation, and it is crucial to understand that this disparity appears to be persistent across cultures and economies especially in the locality or provinces like Camarines Sur. There is a strong direct correlation that exists and implies that the higher the priority, the better is the entrepreneurial orientation. OTOP businesses give high regards to the key success factors such as entrepreneur, enterprise, and network/stakeholders and exercise innovativeness, proactiveness, and willingness to take risks are all deemed entrepreneurial.

Micro, Small, and Medium Enterprises (MSMEs) like the beneficiaries of One Town One Product (OTOP) can employ more experienced individuals that can help them not only in the production but also in marketing their products and business as a whole. Organization of OTOP business owners and formation of a formal group with officials and bylaws to assist the DTI, DOT, and other government agencies in improving the OTOP program in Camarines Sur. OTOP business can collaborate with stakeholders to help them in strategic management and marketing, thus, providing a wider spectrum of potential customers locally and internationally. Through this, DTI and DOT aided OTOP business owners in Camarines Sur can have a benchmarking trip to other cities and municipalities across the country in order to learn about best practices. The main goal of this tour is for business owners (ideally OTOP Association officers) to learn about the best practices of various OTOP programs in various parts of the nation. A round table discussion, to which speakers will be invited, may also be organized.

Technical assistance from the DTI, DOT, local governments, and the Tourism Promotion Board may be available, particularly in developing marketing strategies for OTOP products. The marketing strategy will improve OTOP's marketing mix, making them more appealing not only to locals and tourists, but also to tourists from other nations. Product development and quality, branding, pricing, and packaging strategies will all be covered. Each local government of the Province of Camarines Sur may allocate some of its resources and budget to OTOP, particularly those that have a great ability to expand and progress into internationally viable businesses. In addition, the microfinance industry and other economic organizations should offer monetary assistance, particularly to viable OTOP enterprises that are facing strong competition. Enterprise such as OTOP may have a massive campaign of "Support Local" with the vigorous help of DOT, DTI and LGU. This can be done through coordination with the Provincial Government as well as Municipal Tourism Office to include OTOP items on the province's website, as well as to develop and update the said agency's website as a form of digital marketing. Also, DOT can include in their video advertisements different tourism products a certain locality offers. The future researchers may conduct similar studies using different variables like the marketability of tourism products, innovation strategies, and entrepreneurial skills of tourism entrepreneurs that will focus more on the projects of the government specifically the DOT, DTI and LGU in helping the sprouting small businesses.

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