

**AGRI-ENTREPRENEURIAL COMPETENCIES AND ETHICAL
BUSINESS PRACTICES OF SME MANAGER AS
PREDICTORS OF ORGANIZATIONAL
PERFORMANCE IN DAVAO
DEL SUR**

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ABSTRACT

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This study aimed to assess the agri-entrepreneurial competencies and ethical business practices of small and medium enterprise (SME) managers in Davao del Sur and their relationship to organizational performance. It employed a descriptive-correlational research design, collecting data from 90 respondents through structured surveys. Statistical tools used included frequency, percentage, mean, standard deviation, and correlational analysis. Findings revealed that the majority of SME managers in Davao del Sur are middle-aged, male, and married, with high educational attainment. Their businesses are primarily small enterprises operating within various municipalities, typically in operation for 5 to 15 years, with modest profitability and limited formal managerial training. In terms of competencies, SME managers exhibited very high levels of organizing and leading, learning, opportunity recognition, commitment, strategic, and

financial management competencies. Additionally, ethical business practices, including ethical decision-making, ethical leadership, and ethical awareness and training, were also rated very high. Organizational performance, assessed through financial performance and employee satisfaction, was also found to be very high, though some variability was noted. Correlational analysis indicated a significant relationship between agri-entrepreneurial competencies and ethical business practices, suggesting that managers with stronger competencies tend to uphold higher ethical standards. However, no significant relationships were found between ethical business practices and organizational performance or between agri-entrepreneurial competencies and organizational performance, suggesting that these factors alone may not directly determine business success.

Keywords: Agri-entrepreneurial Competencies, Ethical Business Practices, SME Managers, Organizational Performance, Financial Performance, Employee Satisfaction.

SDG's: 8 Decent Work and Economic Growth, 9 Industry, Innovation, and Infrastructure