



HOLY CROSS COLLEGE OF CALINAN, INC
DAVAO – BUKIDNON HIGHWAY, CALINAN POBLACION, DAVAO CITY

**THE LEVEL OF THE IMPACT OF COVID-19 PANDEMIC
TO THE ORGANIZATIONAL PERFORMANCE OF SMALL
AND MEDIUM-SIZED ENTERPRISES (SMEs) IN
CALINAN POBLACION**

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April, 2022

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AND MEDIUM-SIZED ENTERPRISES (SMEs) IN
CALINAN POBLACION**

A Research Paper
Presented to the Faculty of the Basic Education Department
of the Holy Cross College of Calinan

In Partial Fulfillment of the Requirements
in Practical Research 2

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APPROVAL SHEET

In partial fulfillment of the requirements in Practical Research 2, this study entitled **THE LEVEL OF THE IMPACT OF COVID-19 PANDEMIC TO THE ORGANIZATIONAL PERFORMANCE OF SMALL AND MEDIUM-SIZED ENTERPRISES (SMEs) IN CALINAN POBLACION**, prepared and submitted by Maurice Cabahug, Prince Mhel Anthony Biol, Erryn Lue Cruz, Jane Noreen Flores, Mary Judith Amigo, and Arvie Avergonzado, is hereby recommended for an oral examination, approval, and acceptance.

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PANEL OF EXAMINERS

Approved by the panel of examiners, after the presentation of the study with the grade of **PASSED**.

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Accepted in partial fulfillment of the requirements in Practical Research 2.

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The Researchers

ABSTRACT

SMEs are essential to economic development since they provide goods and services that meet the needs of their customers. However, the COVID-19 pandemic threatens its survival globally and nationally for SMEs is one of the most vulnerable sectors for business loss. The goal of the study is to determine the level of impact of COVID-19 pandemic and the mandated health protocols to the organizational performance of SMEs in Calinan, Davao City. With this, this could help the entrepreneurs track their development and plan their operations to have a general notion of which aspects of the business they will focus on, stay afloat, and avoid bankruptcy during the pandemic. The data were collected using survey questionnaires. They were processed, analyzed, and interpreted using percentage. The overall mean was used to verify that the SME's financial operation (3.56), human resource management (3.84), and logistics (3.49) in Calinan, Davao City are highly impacted by the COVID-19 pandemic. The mandated protocols (2.55), on the other hand, have a strong impact to the SMEs organizational performance. Therefore, the researchers concluded that the COVID-19 pandemic and the government health protocols have a high impact on the SMEs organizational performance.

Keyword: Small and medium-size enterprises (SMEs), Financial Operation, Human Resource Management (HRM), Logistics, Organizational Performance

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Chapter 1

INTRODUCTION

Background of the Study

A small-to-mid-size enterprise (SMEs) is a business with revenues, assets, or numbers of employees that fall below a certain level. SMEs contribute to about 70% of total employment and generate between 50% and 60% of value added (Ward, 2020). However, the findings show that, although being the majority of stores in the country and providing a significant economic boost, they still lack organizational capacities (Garengo and Bernardi, 2018). Stated by Rodrigues, Franco, Sousa, and Silva (2021) on their study, SME owners lack necessary skills and knowledge to manage their business organizational performance. Therefore, the COVID-19 pandemic has posed major and diverse obstacles for it requires adjustments in business and its organizational performance management, that added to the uncertainty on how to keep operations running (Omar and Morales, 2021).

Worldwide, as stated by Donthu and Gustafsson (2020), the COVID-19 pandemic has serious economic effects to numerous countries. According to Gamage et. al (2020), the pandemic showed significant worldwide challenges for SMEs, which are the global market competition, global finance and economic crises, information and communication technologies, the creation of multinational and transnational firms, and consumer shifts and preferences. Economic and financial crises occur in the global economy on a cyclical basis, and they are one of the worldwide difficulties facing every corporate entity, particularly SMEs in the globalized economy.

Nationally, caused by COVID-19 pandemic, SMEs have been greatly affected on their financial, management and development (Flaminiano, Francisco, Paolo, and Caboverde, Ed, 2021). As stated on the study of Reyes (2020), COVID-19 impacted the Philippine economy, with growth, employment, and general productivity all falling into recession, due to the nationwide lockdown. The commercial sector was compelled to tackle the issues posed by the pandemic, particularly its danger to company continuity and survival, as the pandemic resulted in a series of business closures, supply chain disruptions, and substantial employment cutbacks

Locally, the Davao City government has continued to seek for solutions to assist businesses that have suffered losses as a result of the COVID-19 outbreak. During the lockdown, the disruption of raw material availability had a severe impact on business operations, and sales performance suffered as a result. Furthermore, around 20%–33% of SMEs are facing severe supply chain interruptions (Loarden et. al., 2022).

Statement of the Problem

This research aimed to determine the level of the impact of COVID-19 pandemic to the organizational performance of SMEs in Calinan, Davao City which could help the entrepreneurs track their development and plan their operations for the future. Specifically, the objective of this report is to find out the following:

1. What is the level of the impact of COVID-19 pandemic to the organizational performance of SMEs in Calinan Poblacion in terms of the following:
 - 1.1 Financial Operation;
 - 1.2 Human Resource Management (HRM); and
 - 1.3 Logistics?

2. What is the level of the impact of COVID-19 pandemic protocols to the organizational performance of SMEs in Calinan Poblacion?

Review of Related Literature

This portion gives meaning and emphasis to the variables presented in the study. It provides various types of related literature, such as published journal articles, books, reports, documents, and sources of knowledge on the problem discussed in this study. Its purpose is to give denotation and intelligibility to the variables that were presented in this study.

COVID-19 Pandemic

The clinical sickness caused by SARS-CoV-2, which became a pandemic in March 2020, was named COVID-19 (WHO, 2020). The said virus has spread quickly to China and to the rest of the world, affecting all sectors of the economy (Liang et. al, 2020). To control the fast spread of the new Coronavirus (COVID-19), tactics including social isolation, sheltering – in home, limited travel, and the shutdown are implemented by the government officials which are likely to raise the danger for the global community, economy and enterprises (Plenner, 2021). In addition, Liu and Lin (2021) stated that, as this pandemic continues, some aspect continuously stopped too.

In addition, the global pandemic has caused an economic crisis and stopped trading activities due to the implementation of new policies (Ayaz and Yi, 2020). The policies aim to stop the transmission of the virus; however, it highly affected the economic activity and employment (Brussenvich, Dabla-Norris, and Khalid, 2020). As stated by Gustavsson and Larsson (2020), COVID-19 pandemic threatens SMEs survival globally and nationally for they are one of the most vulnerable sectors for business loss. In various countries due to

their limited assets, low capital reserves, and low productivity most SMEs have come to bankruptcy (Zirima, 2021). As Anderson, Heesterbeek, and Klinkenberg (2020) claimed, besides affecting health, COVID-19 also has major impact on the economy, employment, and public welfare.

Financial Operation

Financial operation is a crucial part of a company's overall management, and asset management is possibly the most important aspect of this role. The purchase of assets guides the course of the business over the long term, but the firm will never see the long term if it is unable to establish a suitable policy to properly manage its working capital. In fact, bad financial management by owner-managers or a lack of financial management in general is the root cause of SME financial management issues (Jindrichovska, 2013).

However, according to Guo et al. (2020), the COVID-19 pandemic has led businesses to stagnate and disrupt supply chains, leading several organizations, particularly SMEs, and people to face severe capital shortages. Added by Zutshi, Mendy, Sharma, Thomas, and Sarker, (2021), small businesses have always had to deal with financial and non-financial difficulties, but the pandemic has added to the uncertainty about how to keep operations running.

On the other hand, one of the most essential environmental conditions for SMEs and entrepreneurs is access to financing: SMEs face numerous challenges in acquiring capital for new investment initiatives, especially when they are in the early phases. Credit conditions have a significant impact on the decision-making process of startups and small businesses, particularly in several European nations, where bank funding is the most common form of financing for SMEs, and equity and debt securities are rarely considered

(Catalan, Pietro, & Ponce, 2021). As stated by Allen and Bali (2017), operational risk is less common than other risks, but it can have more catastrophic consequences for the entity's operations.

Market risk, on the other hand, as defined by the Insurance and Reinsurance Act, is the probability of suffering losses as a result of fluctuations in the level and volatility of market values of assets, liabilities, and financial instruments (Ustawa, 2015). Panel (2020) stated that 43 percent of micro-, small-, and medium-sized firms did not regain their level of turnover from the beginning of that period by the end of 2020. Hence, over 70% of businesses are dealing with a loss in revenues at increased or stable costs or with the same revenues at higher costs, (Skowron,2020).

Human Resource Management (HRM)

Human Resource Management (HRM) is a practice of recruiting, hiring, deploying and managing an organization's employees. HRM is often referred to simply as human resource (HR). A company or organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with employees (Stewart, 2021). In accordance with Wiley and Sons (2019), HR addresses the issues that human resource managers encounter by merging classical theory with real-world strategy to provide entrepreneurs with the knowledge, perspective, and abilities needed to prosper in the ever-changing global business environment. Added by Gigauri (2020), HR took the lead in navigating the hazy present and unknown future by managing employees to cope with stress and continue working remotely so that business operations could continue. However, due to the pandemic lockdown, HRM had to deal with dismissals and employee reductions.

Armstrong and Taylor (2020) stated that COVID-19 has had a considerable impact on it, posing significant issues for managers and HRM practitioners. This section examines the influence and problems of strategic HRM and working conditions, as well as HRM tasks including staffing, performance management, training and development, pay management, safety, and health management, and employee relations. Each HRM function is explained separately, yet they are all interconnected. This implies that any modification in one HRM function will have an impact on the other. As a result, managers and HRM practitioners may find it difficult to carry out strategic planning or to implement the initial one. In this situation, most firms were unable to give their employees with sufficient information about their management strategy or their responses to the epidemic (Elsafy & Ragheb, 2020), whereas having clear workplace guidelines during difficult circumstances aids in reducing employee stress and increasing motivation and confidence (Wong, Ho, Wong, Cheung, & Yeoh, 2020).

Logistics

The overall process of managing how resources are acquired, stored, and transported to their final destination is referred to as logistics. Logistics is a service industry, close to the market, that can receive a lot of demand. Changes in the logistics space follow market changes, and the expansion of logistics has always followed the expansion of the population and other commercial institutions (Sakai & Kawamura, 2017; Dablanc, Ross, & Althala, 2015). Moreover, in economics, supply is always followed by demand. This has been demonstrated in relation to the pandemic's requirements. Various establishments have competed for their own edge in a fast-rising business sector in the

Philippines, and according to Dones and Yang (2020), a lot of articles are highlighting the urgency of the new normal delivery courier services.

Following the implementation of the Enhanced Community Quarantine (ECQ) in Metro Manila, delivery services were among the first industries to go fully operational, whether in-house or outsourced, transporting medicine, food, or any other essential goods from one location to another (Sison, 2020). According to recent headlines in the Philippine Star, delivery service companies have made significant contributions in the midst of the pandemic (Cabaluna, 2020). Companies like Grab, Lalamove, and J&T Express have become household names in the economy due to their success as go-to partners for many businesses because, the pandemic's strict health protocols, greater demands and expectations were placed on these emerging fields in the industry.

Influences of COVID-19 Pandemic on the SMEs Organizational Performance

The widespread closing of stores and businesses in the United States and around the world due to the COVID-19 is unprecedented. Stores, factories, and many other businesses have closed by policy mandate, downward demand shifts, health concerns, or other factors. Many of these closures may be permanent because of the inability of owners to pay ongoing expenses and survive the shutdown. However, the impact on small businesses around the world is likely to be severe (Fairlie, 2020). Stated by Engindaw (2020), SMEs are the backbone of any economy, and with the ripple effect of COVID-19 on economies all over the world, their protection has become important more than ever because SMEs serves as the people's dependent store to meet their necessities in time.

Moreover, on the supply side, companies experience a reduction in the supply of labor, as workers are unwell or need to look after children or other dependents while

schools are closed and movements of people are restricted. The measures to contain the virus by lockdowns and quarantines lead to further and more severe drops in capacity utilization. Furthermore, supply chains are interrupted leading to shortages of parts and intermediate goods (OECD, 2020). However, the use of OI model (Open Innovation, means to go beyond business borders) enables businesses to employ both internal and external pathways and, concurrently, to acquire knowledge from external sources (Harel, 2021). Using the OI model enables small businesses to become part of the innovation landscape (Bigliardi & Galati, 2018; Chesbrough, 2013) because only a small number of them have sufficient ability to manage the entire innovation process independently, and they need to collaborate with other entities (Mitra, 2019). Thus, the use of OI might be a way to suffice the loss of supplies.

Furthermore, small businesses are likely to be severely affected, as they tend to be more concentrated in sectors that have been directly affected by the COVID-19 response measures (e.g., retail and services) and are typically more credit constrained than larger businesses (Cao & Leung, 2020; Kumar & Francisco, 2005). Apparently, on the demand side, a dramatic and sudden loss of demand and revenue for SMEs severely affects their ability to function, and/or causes severe liquidity shortages. Also, consumers experience loss of income, fear of contagion and heightened uncertainty, which in turn reduces spending and consumption. These effects are compounded because workers are laid off and firms are not able to pay salaries. Some sectors, such as tourism and transportation, are particularly affected, also contributing to reduced business and consumer confidence. More generally, SMEs are likely to be more vulnerable to COVID-19 pandemic protocols than

other companies (OECD, 2020). Therefore, COVID-19 pandemic greatly impacts not just on the supply side but also on the demand side which results to loss of sales.

Organizational Performance of SMEs During the COVID-19 Pandemic

According to Sandqvist, Stina, Aberg, and Linda (2021), managing a crisis is a task that many firms used in today's highly turbulent and fast-changing business environment. As reported by Bezerra, Coutinho, Andrade, and Feitosa (2020), the remote nature of the pandemic environment poses significant difficulties, particularly for practitioners who are new to this type of work. Furthermore, a variety of environmental elements, such as human and organizational characteristics, can have a direct impact on organization performance when combined with a shift in work pattern.

In accordance with Kristnae (2019), business performance is a measure of the achievement generated by business activities and profitable for the business. In consonance with Beliaeva (2020), many businesses were forced to entirely halt operations as a result of the covid-19 outbreak and the resulting government regulations, and profits plummeted. In keeping with Gong (2020), the potential is determined by the level of confidence in the firm, the changeable organizational performance in terms of market volatility, and supply and demand uncertainty.

In line with Paul, and Chowdhury (2021), as a result of the loss of business caused by the novel coronavirus, small to medium businesses are forced to lay off a large number of employees, reducing their ability to spend, resulting in a drop in demand for their products and services. In agreement with Gong (2020); Qin (2020), due to the above-described point, heightened uncertainty in the financial markets for small and medium performance serves the sinister purpose of lowering confidence in small and medium

enterprises. The preceding argument implies that firms' credit is reduced as a result of a loss of confidence in them. Just as Singh (2020), on the concept of both supply and demand channels for small and medium enterprises, it can be stated that the effects of the impact on supply channels on small and medium enterprises are also felt by one of their stakeholders, namely: suppliers, as the loss of raw material supply dampens the organizational performance as well.

Small and Medium-Sized Enterprises Status During the COVID-19 Pandemic

COVID-19 pandemic outbreaks have forced numerous governments to impose travel bans and movement restrictions (Rahhman, 2020). The small business market, according to Kritikos (2020), is one of the most specifically impacted by the revolution's control order. Due to the closure of many supporting industries, such as retail and transportation, entrepreneurs face company cancellation or closure, as well as reduced profits. Furthermore, Fabeil, Pazim, and Langgat (2020) claimed that there is still a lack of research on the effect on small and medium-sized enterprises in developing countries of a pandemic outbreak, especially concerning to business continuity and recovery strategies resulting in continuous reduction of income and worse bankruptcy.

In the research of Irawan (2020), he concluded that the COVID-19 pandemic has created threats, obstacles, and opportunities for small and medium-sized enterprises (SMEs) in Eastern Indonesia. Moreover, the study of Shafi, Liu, and Ren (2020) stated that the global and Pakistani economies have been seriously affected by the outbreak of COVID-19. Based on their findings, majorities of the participating businesses have been severely impacted and are facing numerous challenges, including financial instability, supply chain disruption, market decrease, sales and profit loss, and so on. Moreover, the

study of Robinson and Kengatharan (2020), stated that COVID-19 mitigation steps and protocols have come at a high cost in terms of money and lives, and have significantly harmed Sri Lankan SMEs, including product shortages, decreases in the global and local market for their products and services, problems repaying loans, and interest, cancellation of orders, significant cash deficits (inflows), and a lack of savings. COVID-19 pandemic is emotionally devastating for both workers and operators of SMEs (Donthu, 2020). A lot of study was already conducted and a lot of proposed policy solutions are not sufficient enough to assist SMEs in navigating the current crisis (OECD, 2021). Guo and Yang (2021), claimed that government reliefs, as well as the right strategies and recommendations for assisting small and medium-sized businesses (SMEs) are still not enough for them to survive the crisis. As a result, a lot of study is still needed to develop economic recovery programs amid COVID-19.

Stated by Engindaw (2022), small businesses are the backbone of any economy, and with the ripple effect of COVID-19 on economies all over the world. Their protection has become more important than ever. However, the small business market, according to Belitski, Guenter, Kritikos, and Thurik (2021) is one of the most specifically impacted by the revolution's control order. Due to the closure of many supporting industries, such as retail, trading, and transportation, entrepreneurs face company cancellation or closure, as well as reduced profits. In addition, Zirima (2021) also stated that, in various countries due to their limited assets, low capital reserves, and low productivity most SMEs have come to infinite closure. Furthermore, a lot of SMEs have gone to bankruptcy this is due to the lack of research on the effect on small and medium-sized enterprises in developing countries of a pandemic outbreak, especially concerning to business continuity and recovery strategies

resulting to continuous reduction of income and worse bankruptcy (Fabeil, Pazim, and Langgat, 2020). It is supported by the study of OECD (2021) that claimed that a lot of study was already conducted and a lot of proposed policy solutions are not sufficient enough to assist SMEs in navigating the current crisis. Also, numerous studies are still needed to develop economic recovery programs amid of COVID-19 (Guo & Yang, 2021).

Theoretical Lens

This study is anchored on Ludwig von Bertalanffy Systems Management Theory in 1968. This theory asserts that businesses consist of multiple components that must work in harmony for the larger system to function optimally. The organization's success, therefore, depends on synergy, interdependence and interrelations between subsystems. According to this theory, employees are the most important components of a company, and departments, workgroups and business units are all additional crucial elements for success. Furthermore, managers should evaluate patterns and events within the organization to determine the best management approach. They need to collaborate and work together on programs to ensure success.

Further, Fred Fielder (1950-1960) conceived the Contingency Management Theory. It is slightly different from Bertalanffy's theory because Fiedler's theory believed that effective leadership is directly related to the traits the leader displayed in any given situation. From that belief, there exists a set of traits that are effective for every situation that demands different leadership traits. Fiedler's Contingency Theory of leadership says that a leader must know how to identify which management style will help.

Bertalanffy's General Management Theory and Fielder's Contingency Management Theory are both crucial during a pandemic in any SMEs. More specifically, Bertalanffy's General Management Theory is relevant to the aims of this study, given the need of enterprise effectiveness and sustainability model during this pandemic. It aids in identifying the critical aspect of business during pandemic and tactics that businesses should adopt in order to survive and prosper during and after a crisis. From the perspectives of organizational characteristics, operations, digital transformation, and financial planning, this theory created a unique approach to COVID-19 pandemic. The Contingency Management Theory of Fielder suggests that enterprises having distributed leadership, workforce, and adaptive culture sustain business operations during a pandemic to make their business easier and more efficient. Because of their theory compatibility, these two theories operate effectively together.

Significance of the Study

This study will be generally significant for the enhancement of SMEs organizational performance in Calinan, Davao City during the pandemic by evaluating the identified different levels of impact that will help entrepreneurs monitor their development and plan their operations. Specifically, the following people will benefit from this study because it will contribute, educate, and inform them.

This study will benefit SMEs for they will have a thorough grasp of the level of the impact of the COVID-19 pandemic on organizational performance from this study, allowing them to meet consumer demand, stay afloat, and avoid bankruptcy during the pandemic. They can have a general notion of which aspects of the business they will focus on when there is a pandemic.

The research will help entrepreneurs to have views of how they may expand their company to avoid bankruptcy and withstand bad times or unforeseen catastrophes. It enables them to constantly consider the future of their organization as well as the recovery measures for the most affected aspects of the firm, based on the result of this study.

People in Calinan Poblacion will benefit from this study since it allows small enterprises to continue to expand in the face of a pandemic. As a result of this research, SME's allowed individuals to have a source of needs in times of crisis and remain part of civilization even if there is a striking pandemic.

This study will benefit future researchers in their search for knowledge relevant to this study, particularly in determining the level of the impact of the Covid-19 pandemic on organizational performance of small and medium-sized businesses.

Scope and Limitation

This study focused primarily on recognizing the level of the impact of COVID-19 pandemic to the organizational performance of small and medium-sized enterprises. The nine SMEs in Calinan Poblacion were the respondents of this survey. The researchers distributed the questionnaire to the respondents through google forms in an attempt to elucidate the outcome. The accuracy of the result depended solely on the information gathered or obtained by the researchers.

Definition of Terms

This section provides the readers a precise definition of some difficult terms in such way they can comprehend and understand the study.

Finance Performance	refers to a subjective measure of how well a firm can use assets from its primary mode of business and generate revenues.
Market Performance	refers to the end results of these policies namely: relationship of selling price to costs, the size of output, and the efficiency of production, progressiveness in technique and products, and so forth.
OECD	refers to the Organization for Economic Co-operation and development which establishing evidence-based international standards and finding solutions to a range of social, economic and environmental challenges.
OI Model	refers to the Open Innovation which means to go beyond borders, or think outside the box.
Organizational Performance	refers to both financial and nonfinancial indicators such as customer satisfaction, operational effectiveness, and corporate social responsibility.
Shareholder's Value	refers to the value given to stockholders in a company based on the firm's ability to sustain and grow profits over time.
SME	refers to small and medium-sized enterprises, with business activity or enterprise engaged in industry, agribusiness and/or services, whether single proprietorship, cooperative, partnership or corporation whose total assets must have value falling under the following categories: MICRO: not more than ₱ 3,000,000

SMALL: ₱ 3,000,001-₱ 15,000,000

MEDIUM: ₱ 15,000,001-₱ 100,000,000

Chapter 2

METHODS

This chapter contains information about the research design, research location, research respondents, instruments, data collection procedure, and data analysis, which were utilized to collect, process, and analyze data.

Research Design

This study utilized the descriptive research design where the researchers examined and interpreted the behavior of the discipline without manipulating it (VOXCO, 2021). It also involved the recording, describing, analyzing and the presentation of the current system, composing or process of phenomena. So basically, descriptive research design was used in observing and interpreting the subject without changing or influencing the behavior of it.

This design was appropriate to the current study since the researchers observed the organizational performance of SMEs in Calinan Poblacion during the pandemic and interpreted the gathered data through presenting them without altering the SMEs organizational performance.

Research Respondents

The respondents of this study were the 17 SMEs in Calinan Poblacion selected through simple random sampling. Inclusions were the general manager, head of finance, head of accounting, head of operations, and customer service of the selected SMEs totaling to 17 respondents but only 9 of them responded positively. Furthermore, they were chosen because they can provide useful information for the research. The study focused mainly on

the level of the impact of both COVID-19 pandemic and the mandated policies during the pandemic to the SMEs' organizational performance.

Research Locale

The research was conducted in Calinan, Davao City. It is a third-class district that is situated in *Davao Del Sur*. It is a fast-developing district where a lot of enterprises were already built, especially SMEs. Another perk why Calinan Poblacion has been chosen is that, the researchers lived in the community; some are on the outskirts, which can be easier to navigate the SMEs because of the safety protocols that should be followed.

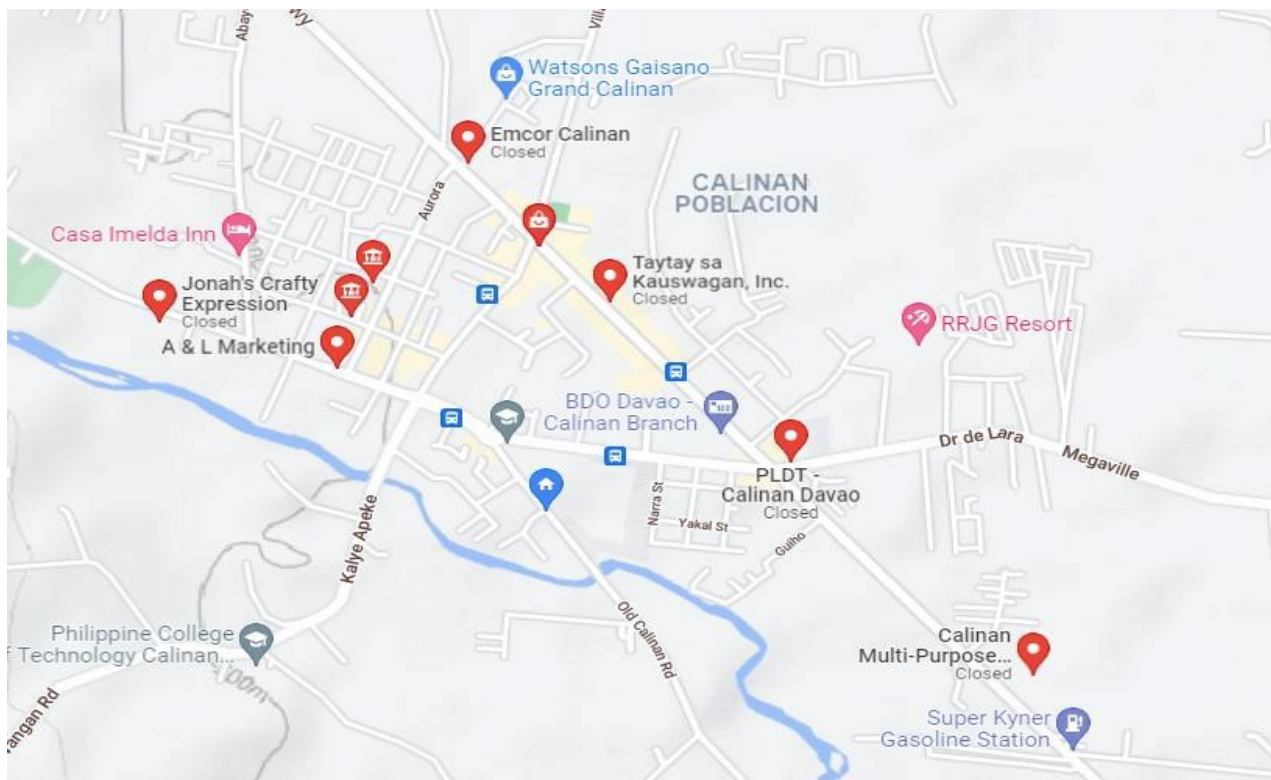


Figure 1. Map of Calinan, Davao City

Research Instruments

A self-made questionnaire was used in this study. The purpose of the research is to learn about the level of the impact of the COVID-19 pandemic on the organizational

performance of SMEs in Calinan Poblacion. The questionnaire about the impact of COVID-19 pandemic was divided into three sections such as, financial operation, human resource management, and logistics. Every item in the questionnaire was carefully checked. The entire content of the instrument was validated by the experts to ensure its reliability and validity. Furthermore, the respondents were asked to genuinely answer the survey questionnaire by selecting the corresponding descriptor with a five-point scale: 5 for Very High, 4 for High, 3 for Moderate, 2 for Low, and 1 for Very Low. This was projected in table 1 along with its description, interpretation, and level.

The questionnaire on the level of the impact of COVID-19 pandemic protocols to the SMEs organizational performance includes different government protocols mandated in Davao City. The respondents were asked to answer the questionnaire by selecting the descriptor that corresponds to the number/level with five-point scale: 5 for Very Weak, 4 for Weak, 3 for Moderate, 2 for Strong, and 1 for Very Strong. This was projected in table 2 along with its description, interpretation, and level.

Table 1. Table of Interpretation for Covid-19 Pandemic Impacts

Level	Description	Interpretation
4.21 - 5.00	Very High	The business owners believe that the Covid-19 pandemic affected their operations very high.
3.41 - 4.20	High	The business owners believe that the Covid-19 pandemic affected their operations high.
2.61 - 3.40	Moderate	The business owners believe that the Covid-19 pandemic affected their operations moderately.

1.80 - 2.60	Low	The business owners believe that the Covid-19 pandemic affected their operations low.
1.00 - 1.80	Very Low	The business owners believe that the Covid-19 pandemic affected their operations very low.

Table 2. Table of Interpretation for Covid-19 Pandemic Protocols Impacts

Level	Description	Interpretation
4.21 - 5.00	Very Weak	This means that the covid-19 pandemic protocols have a very weak impact to the organizational performance of SMEs.
3.41 - 4.20	Weak	This means that the covid-19 pandemic protocols have a weak impact to the organizational performance of SMEs.
2.61 - 3.40	Moderate	This means that the covid-19 pandemic protocols have a moderate impact to the organizational performance of SMEs.
1.81 - 2.60	Strong	This means that the covid-19 pandemic protocols have a strong impact to the organizational performance of SMEs affected their organizational performance.
1.00 - 1.80	Very Strong	This means that the covid-19 pandemic protocols have a very strong impact to the organizational performance of SMEs.

Data Gathering Procedure

This study followed some procedures in order for the researchers to attain the objectives. A letter was specifically sent to the school president, principal, and chosen SMEs in Calinan, Davao City for approval. The letter contained the research paper's purpose, significance, and background. Right after the approval, the researchers forwarded the google form link to the respondents' various social media accounts. Before administering the surveys, the researchers thoroughly discussed the study with the respondents, and the research instrument and its objective were clarified. Thus, the researchers properly oriented the respondents about the correct manner of accomplishing the questionnaires to ensure the validity and reliability of the results.

Finally, the researchers checked on a daily basis to see if all respondents had completed the survey. The researchers tallied all the information obtained from the respondents. The researchers, then, evaluated and interpreted the findings. Conclusions were drawn from the data, and conclusions were formulated based on the study's outcomes and findings.

Data Analysis

The data gathered were presented in tables and in tabular forms and were generally viewed to answer the specific problems in chapter 1. The data were gathered, organized, and tabulated by the researchers. Appropriate statistical treatment used to analyze the data.

Mean

Mean implies average and it is the sum of a set of data divided by the amount of data. Mean can prove to be an effective tool when comparing different sets of data. This

was used to get the total mean of the effects of covid-19 pandemic and covid-19 pandemic protocols of the selected SMEs in Calinan Poblacion.

Chapter 3

RESULTS AND DISCUSSION

In this chapter, the researchers present, interpret and analyze the data gathered during the conduct of this study.

Research Question #1. *What is the level of the impact of COVID-19 pandemic to the organizational performance of SMEs in Calinan Poblacion in terms of financial operation, human resource management, and logistics?*

Table 3. Level of the impact of the COVID-19 pandemic towards the SMEs financial operation.

A. Financial Operation		
Indicators	Mean	Interpretation
Revenue	4.11	High
Current cash flow	3.67	High
Liabilities	3.00	Moderate
Loan expenses	3.00	Moderate
Gross profit	4.00	High
Overall	3.56	High

Table 3 the levels of the effects of COVID-19 pandemic to the financial operation of SMEs in Calinan Poblacion. Based on the result, the overall mean of the effects of COVID-19 pandemic in financial operations is 3.56, described as high. More particularly, revenue is 4.11, gross profit is 4.00, and current cash flow is 3.67 described as high, while liabilities and loan expenses is 3.00, described as moderate.

The result of the study above was supported by the research of Bakhtiari (2020), in which he claimed that majority of SMEs had to close operations, experienced reductions in

sales, had a hard time maintaining the enterprise current cash flow, underwent an increase of liabilities, and faced significant falls in revenue. Furthermore, Ichsan (2021) also stated that, SMEs faced financing payment difficulties for Covid-19 pandemic has hit the banking system, resulting in bad financing due to debtors' disbursements, supply chain disruption, decreased demand, and lower sales and profit. On the other hand, the study conducted by Scheinkman (2020) stated that 43% of SMEs had temporarily closed due to the pandemic. According to him, respondents had temporarily closed largely pointed to reductions in demand, net loss, inability to pay off debts and employee health concerns.

Table 4. Level of the impact of the COVID-19 pandemic towards the SMEs human resource management.

B. Human Resource Management		
Indicators	Mean	Interpretation
Reduction of employees	4.00	High
Wage increase	3.00	Moderate
New policies and practices	4.67	Very High
Employee's efficiency	4.33	Very High
Skeletal system	3.22	Moderate
Overall	3.84	High

Table 4 shows the level of the impact of COVID-19 pandemic to Human Resource Management of SMEs in Calinan Poblacion. Based on the result, the overall mean of the effects of COVID-19 pandemic on HRM is 3.84, described as high. In the study, there are five indicators of HRM, namely: implementation of new policies and practices having a mean of 4.67 and employee's efficiency with 4.33 mean described as very high. Moreover, reduction of employees obtained a mean of 4.00, interpreted as high. Lastly, the wage increase gained a mean of 3.00 and skeletal system of 3.22 which indicate a moderate level.

The study's result presented above was supported by the claim of Yang and Miraglia (2021) which stated that SMEs made significant changes to the HRM policies and practices during the pandemic. Factors such as, arranging flexible working conditions, furloughing employees, providing training on virtual meetings (Teams or Zoom), and freezing recruitment and moving to e-recruitment for the outbreak of COVID-19 have severely affected the SMEs' overall business performance. Moreover, compared with large-company employees, SME employees are more affected by the crisis, experiencing layoff and pay reduction (Beglaryan & Shakhmuradyan, 2020).

Table 5. Level of the impact of the COVID-19 pandemic towards the SMEs logistics.

C. Logistics		
Indicators	Mean	Interpretation
Shipping	3.89	High
Supply	3.22	Moderate
Production efficiency	3.56	High
Price mark-up	3.33	Moderate
Delivery	3.44	High
Overall	3.49	High

Table 5 shows the level of the impact of COVID-19 pandemic to the logistics of SMEs in Calinan Poblacion. Based on the result, the overall mean of the impact of COVID-19 pandemic on logistics is 3.49, described as high. In the study, there are five indicators of Logistics, namely: shipping with a mean of 3.89, production efficiency with a mean of 3.56, and delivery with a mean of 3.44, described as high. On the other hand, price mark-up and supply obtained a mean of 3.33 and 3.22 respectively, described as moderate.

Such findings were supported by the claim of Liu, Liang, Bao, Qin and Lim (2020), which stated that the covid-19 pandemic has an impact to the five logistics, namely: sharp-drop of demand, shortage of transportation, disruption of logistics network, change of service mode, and increase in operating costs and number of loss-making enterprises. Tembo (2020) also added that the covid-19 pandemic has disrupted the supply chains, reduced international travel by about 70%, crashed commodity prices - particularly of oil and metals - and reduced exports of products, and vehicles by over 20%.

Research Question #2. *What is the level of the impact of COVID-19 pandemic protocols to the organizational performance of SMEs in Calinan Poblacion?*

Table 6. Level of the impact of COVID-19 pandemic protocols to the SMEs organizational performance

Indicators	Mean	Interpretation
Liquor ban	3.33	Moderate
The application of curfew	3.22	Moderate
Mandatory use of face shields	3.41	Weak
Conducting RT-PCR test monthly	1.78	Very Strong
Implementation of Community Quarantine (ECQ, MECQ, GCQ, MGCQ)	2.33	Strong
The prohibition of seniors and minors to establishments	2.56	Strong
Hand sanitizers and foot bath stations in all establishments	2.67	Moderate
Mandatory use of Safe Davao QR (DQR) for all establishments	2.67	Moderate
Skeletal System	1.67	Very Strong
Work from home	1.89	Strong
Overall	2.55	Strong

Table 6 shows the level of the impact of the COVID-19 pandemic protocols to the SMEs organizational performance in Calinan Poblacion. Based on the result, the overall

mean of the level of the impact of COVID-19 protocols is 2.55, described as high. Moreover, skeletal system's mean is 1.67, while work from home is 1.78 both described as very strong. The conducting of RT-PCR test monthly is 1.89, implementation of community quarantine (ECQ, MECQ, GCQ, MGCQ) is 2.33, and prohibition of seniors and minors to establishments is 2.56, described as high. On the other hand, hand sanitizers and foot bath stations in all establishments is 2.67, mandatory use of Davao QR (DQR) for all establishments is 2.67 as well, the application of curfew is 3.22, and liquor ban is 3.33, interpreted as moderate. Lastly, the mandatory use of face shields is 3.41, described as low.

Small and Medium Enterprises (SMEs) are sectors that are most affected by the pandemic, where the implementation of social restrictions has resulted in decreased income and also changes of the SMEs business patterns (Irawan, 2020). More specifically, the results of the study shown above was supported by the claim of Plenner (2020) which stated that, tactics implemented by the government officials including social isolation, sheltering at home, limited travel, community quarantine, work from home, skeletal system, and the shutdown raise the danger for SMEs business continuity. Fairlie (2020) also stated that stores, factories, and many other businesses have closed due to the different policy mandates and health concerns. It is also stated by Khalid (2020) that the Enhanced Community Quarantine (ECQ) and other community quarantine forced most establishments to close, and this is one of the many reasons why SMEs are having a hard time to cope with their losses.

Chapter 4

CONCLUSION AND RECOMMENDATION

This chapter presents the conclusion of the study, with regard to the findings, and the generated recommendations of the researchers of this study.

Conclusion

Based on the results of the study, the level of the impact of COVID-19 pandemic to the SME's financial operation, human resource management, and logistics are 3.56, 3.84, and 3.49 respectively that indicate a high level of impact on the SMEs organizational performance. The researchers, therefore, concluded that the COVID-19 pandemic has a high level of impact to the financial operation, human resource management, and logistics of SMEs in Calinan Poblacion.

On the other hand, the result of the gathered data regarding the level of the impact of the COVID-19 pandemic protocols to the SMEs organizational performance is 2.55, described as strong. Thus, the researchers concluded, that the Covid-19 pandemic health protocols have a strong impact to the organizational performance of SMEs in Calinan Poblacion. As a result, the outcome of this study supported the first claim about the high level of impact of covid-19 pandemic to the SME's financial operation, human resource management, and logistics. It was discovered that the different COVID-19 health protocols mandated by the government are one of the strong reasons why SMEs organizational performance is affected by the pandemic.

Recommendation

Based on the findings of this study, the following recommendations are suggested.

SME owners must renegotiate their contracts. They can take a look at their accounts payable. They can gather all their vendor contracts, prioritize them, and then start negotiating things like reduced payments or extended terms. Some suppliers might disagree, but others will likely support you since they do not want you to fail. If they are renting their place, owners can also work with their landlords to try to forgo rent payments for a set amount of time.

SME owners must also collect any outstanding cash. Owners must reach out to those who owe them money and collect. If SMEs are holding an invoice until work is finished, the researchers suggested that they should not; instead, give them bill for the portion that was completed. They can also ask customers for prepayment of a future activity. The SMEs whole strategy is to stay liquid, so they could offer a discount on next year's activity if people pay up front.

Further, SME owners can reduce their staff costs. As painful as it is, they have to reduce their staff as much as possible, either through layoffs or furloughs. Thus, for those who remained employed, owners must make across-the-board significant pay cuts.

Lastly, they must increase their productivity. Owners must do as much work as viable with the least amount of people. Right now, it will be better off working longer hours with a smaller group than less hours with a larger group. Owners can also increase efficiency by working online.

In conclusion, the critical thing SME owners must make sure is that they can reduce expenses, reduce the cash outflows, work with all their suppliers and creditors, and see if they can maintain a solvent business, because if the society does not have small businesses, our economy will be much harder to restart.

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Appendix 1a: Letter of Permission to the School President

HOLY CROSS COLLEGE OF CALINAN, INC
Davao- Bukidnon Highway, Calinan Poblacion, Davao City

November 24, 2021

Sr. Cherie Eloisa Garrote, PM
School President
Holy Cross College of Calinan

Dear Sister,

Greetings of peace and solidarity!

We are writing this letter to inform you that we will be conducting a research study entitled: **The Impact of Covid-19 Pandemic to the Organizational Performance of Small and Medium-Sized Enterprises (SMEs) in Calinan Poblacion** as the major requirement in our Practical Research 1 and 2. The objective of our study is to help the entrepreneurs track their development and plan their operations for the future by utilizing newly identified impacts to their organizational performance in the midst of pandemic. Questionnaires will be used to gather data from the 30 employees of every five SMEs that are selected through simple random sampling in Calinan, Davao City. The result of the study will be part of our contribution to raise awareness among SMEs, particularly in terms of understanding the impact of Covid-19 pandemic in their organizational performance. They would, in particular, have a general understanding of what to expect in the future if a pandemic occurs again.

This project is solely for scientific research; the information and data are absolutely confidential; and any commercial use is strictly prohibited. Furthermore, only aggregated, anonymous findings will be published.

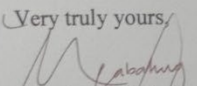
Participation in this study is completely voluntary, therefore, participants are free to withdraw from the study at any time without moral obligation to the researcher and to the school. Further the participants have the right to verify the data to be included in the final manuscript.

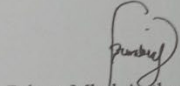
Should you wish to know more about the study, please feel free to contact:

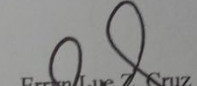
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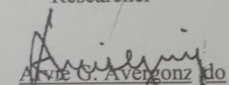
Thank you very much.

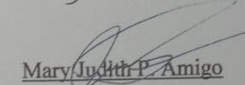
Very truly yours,

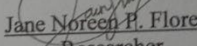

Maurice G. Cabahug
 Researcher


Prince Mhel Anthony S. Biol
 Researcher

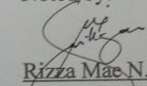

Erry Mae Z. Cruz
 Researcher


Arvie G. Avergonzido
 Researcher

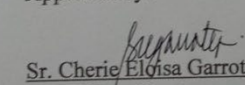

Mary Judith P. Amigo
 Researcher


Jane Noreen P. Flores
 Researcher

Noted by:


Rizza Mae N. Villegas
 Research Adviser

Approved by:


Sr. Cherie Elóisa Garrote, PM
 School President

Complaints about this research:

The Holy Cross College of Calinan requires that all the participants are informed and if they have complaints regarding the manner in which the research is conducted, it may be given to the researcher, or if an independent person is preferred, to the Research and Publication Head, Research Office, Holy Cross College of Calinan with the following numbers: 295-0797 or 09491985644.

Appendix 1b: Letter of Permission to Basic Education Principal

HOLY CROSS COLLEGE OF CALINAN, INC
Davao- Bukidnon Highway, Calinan Poblacion, Davao City

November 24, 2021

Ma. Corazon C. Sunga, Ph.D.
Basic Education Principal
Holy Cross College of Calinan

Dear Sister,

Greetings of peace and solidarity!

We are writing this letter to inform you that we will be conducting a research study entitled: **The Impact of Covid-19 Pandemic to the Organizational Performance of Small and Medium-Sized Enterprises (SMEs) in Calinan Poblacion** as the major requirement in our Practical Research 1 and 2. The objective of our study is to help the entrepreneurs track their development and plan their operations for the future by utilizing newly identified impacts to their organizational performance in the midst of pandemic. Questionnaires will be used to gather data from the 30 employees of every five SMEs that are selected through simple random sampling in Calinan, Davao City. The result of the study will be part of our contribution to raise awareness among SMEs, particularly in terms of understanding the impact of Covid-19 pandemic in their organizational performance. They would, in particular, have a general understanding of what to expect in the future if a pandemic occurs again.

This project is solely for scientific research; the information and data are absolutely confidential; and any commercial use is strictly prohibited. Furthermore, only aggregated, anonymous findings will be published.

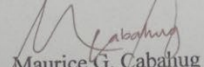
Participation in this study is completely voluntary, therefore, participants are free to withdraw from the study at any time without moral obligation to the researcher and to the school. Further the participants have the right to verify the data to be included in the final manuscript.

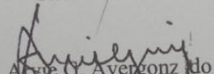
Should you wish to know more about the study, please feel free to contact:

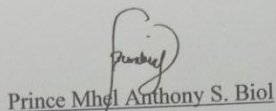
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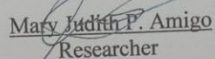
Thank you very much.

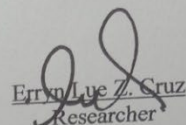
Very truly yours,

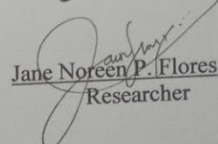

Maurice G. Cabahug
 Researcher


Arvie O. Avergonzido
 Researcher

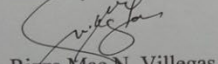

Prince Mhel Anthony S. Biol
 Researcher


Mary Judith P. Amigo
 Researcher

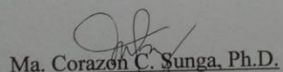

Erryn Lue Z. Cruz
 Researcher


Jane Noreen P. Flores
 Researcher

Noted by:


Rizza Mae N. Villegas
 Research Adviser

Approved by:


Ma. Corazon C. Sunga, Ph.D.
 Basic Education Principal

Complaints about this research:

The Holy Cross College of Calinan requires that all the participants are informed and if they have complaints regarding the manner in which the research is conducted, it may be given to the researcher, or if an independent person is preferred, to the Research and Publication Head, Research Office, Holy Cross College of Calinan with the following numbers: 295-0797 or 09491985644.

Appendix 2: Letter for the SMEs

HOLY CROSS COLLEGE OF CALINAN, INC
Davao- Bukidnon Highway, Calinan Poblacion, Davao City

November 24, 2021

NCCC Supermarket
Calinan, Davao City

The Impact of Covid-19 Pandemic to the Organizational Performance of Small and Medium-Sized Enterprises (SMEs) in Calinan Poblacion

Dear NCCC Supermarket,

Greetings of peace and solidarity!

You are invited to participate in the research project identified above which will be conducted by Maurice G. Cabahug, Prince Mhel Anthony S. Biol, Erryn Lue Z. Cruz, Mary Judith P. Amigo, Jane Noreen P. Flores, and Arvie G. Avergonzando together with Ms. Rizza Mae N. Villegas as our research adviser. This research study is one of the major requirements in Practical Research 2. Questionnaires will be used to gather data from the respondents about the impact of Covid-19 pandemic to the organizational performance of SMEs in Calinan, Davao City.

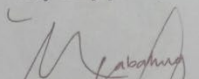
Participation in this study is completely voluntary, therefore, participants are free to withdraw from the study at any time without moral obligation to the researcher and to the school. Further the participants have the right to verify the data to be included in the final manuscript.

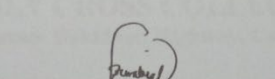
Should you wish to know more about the study, please feel free to contact:

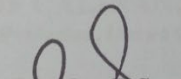
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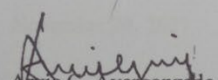
Thank you very much.

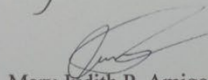
Very truly yours,

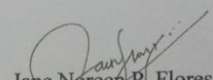

Maurice G. Cabahug
 Researcher


Prince Mhel Anthony S. Biol
 Researcher

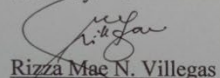

Erra Lue Z. Cruz
 Researcher


Arvie G. Avergonzado
 Researcher


Mary Judith P. Amigo
 Researcher


Jane Noreen Pl Flores
 Researcher

Noted by:


Rizza Mae N. Villegas
 Research Adviser

Complaints about this research:

The Holy Cross College of Calinan requires that all the participants are informed and if they have complaints regarding the manner in which the research is conducted, it may be given to the researcher, or if an independent person is preferred, to the Research and Publication Head, Research Office, Holy Cross College of Calinan with the following numbers: 295-0797 or 09491985644.

Appendix 3: Letter to Validators



HOLY CROSS COLLEGE OF CALINAN, INC.
Davao- Bukidnon Highway, Calinan Poblacion, Davao City

January 11, 2022

Melina C. Gonzales, Ed.D.
Doctor of Education in Educational Management
Holy Cross College of Calinan

Dear Ma'am:

Greetings of peace and solidarity!

We, Maurice G. Cabahug, Prince Mhel Anthony S. Biol, Erryn Lue Z. Cruz, Mary Judith P. Amigo, Jane Noreen P. Flores, and Arvie G. Avergonzado, enrolled in the class of Grade 12 – Our Lady of Fatima and conducting a research entitled: **The Impact of Covid-19 Pandemic to the Organizational Performance of Small and Medium-Sized Enterprises (SMEs) in Calinan Poblacion**. This study aims to know the impacts of covid-19 pandemic to the organizational performance of SMEs in Calinan, Davao City and will attempt to gather the responses from the respondents toward the following questions:

1. What are the effects of covid-19 pandemic to the organizational performance of SMEs in Calinan Poblacion in terms of the following:
 - 1.1 Financial Operation
 - 1.2 Human Resource
 - 1.3 Logistics
2. How does the covid-19 pandemic affect the organizational performance of SMEs in Calinan Poblacion?

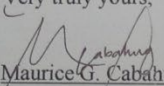
May we request your kind assistance in validating the questionnaire of the research study. Would you please fill up the attached validation sheet and give suggestions/comments for the improvement of our questionnaire.

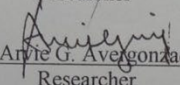
Should you wish to know more about the study, please feel free to contact:


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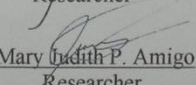
Thank you very much for your help.

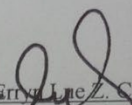
Very truly yours,

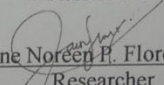

Maurice G. Cabahug
Researcher


Arnie G. Avergonzado
Researcher

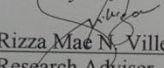

Prince Mhe Anthony S. Biol
Researcher


Mary Judith P. Amigo
Researcher



Errol L. Cruz
Researcher


Jane Noreen P. Flores
Researcher

Noted by:


Rizza Mae N. Villegas
Research Adviser

Approved By:


Melina C. Gonzales, Ed.D.
Doctor of Education

Appendix 4a: Validator's Sheet



Holy Cross College of Calinan, INC

Davao-Bukidnon Highway, Calinan, Davao City

Research Assessment Tool and Validation Sheet


Name of Evaluator : ALADIN G. Lora
 Degree : Doctor in Business Administration
 Position : BSBA Program Head
 Institution : Holy Cross College of Calinan
 To the Evaluator: Please check the appropriate box for your ratings.
 POINT EQUIVALENT: 1 – Poor 3 – Good 5 – Excellent
 2 – Fair 4 – Very Good

Criteria/ Indicators		1	2	3	4	5
1	CLARITY OF DIRECTIONS AND ITEMS The vocabulary level, language structure and conceptual level of questions suit to level of respondents. The test directions and items are written in clear and understandable manner.					/
2	PRESENTATION/ ORGANIZATION OF ITEMS The items are presented and organized in logical manner.					/
3	SUITABILITY OF ITEMS The items appropriately represent the substance of the research. The questions are designed to determine the condition, knowledge, perception and attitudes that are supposed to be measured.					/
4	ADEQUATENESS OF ITEMS PER CATEGORY The items represent the coverage of the research adequately. The number of questions per area category is representative enough of all the question needed for the research.					/
5	ATTAINMENT OF PURPOSE The instrument as a whole fulfills the objectives for which it was constructed.					/
6	OBJECTIVE Each item question requires only one specific answer or measure only one behavior and no aspect of questionnaire suggest bias on the part of the researcher.				/	
7	SCALE AND EVALUATION RATING SYSTEM The scale adapted is appropriate for the items.					/

Comments and Suggestions: _____

 Signature Evaluator

Appendix 4b: Validator's Sheet



Holy Cross College of Calinan, INC
Davao-Bukidnon Highway, Calinan, Davao City


Research Assessment Tool and Validation Sheet

Name of Evaluator : Melvin Gonzales, EdD
Degree : Doctor of Education
Position : Research and Publication Officer
Institution : HCC

To the Evaluator: Please check the appropriate box for your ratings.
POINT EQUIVALENT: 1 – Poor 3 – Good 5 – Excellent
 2 – Fair 4 – Very Good

Criteria/ Indicators		1	2	3	4	5
1	CLARITY OF DIRECTIONS AND ITEMS The vocabulary level, language structure and conceptual level of questions suit to level of respondents. The test directions and items are written in clear and understandable manner.			/		
2	PRESENTATION/ ORGANIZATION OF ITEMS The items are presented and organized in logical manner.		/			
3	SUITABILITY OF ITEMS The items appropriately represent the substance of the research. The questions are designed to determine the condition, knowledge, perception and attitudes that are supposed to be measured.		/			
4	ADEQUATENESS OF ITEMS PER CATEGORY The items represent the coverage of the research adequately. The number of questions per area category is representative enough of all the question needed for the research.			/		
5	ATTAINMENT OF PURPOSE The instrument as a whole fulfills the objectives for which it was constructed.		/			
6	OBJECTIVE Each item question requires only one specific answer or measure only one behavior and no aspect of questionnaire suggest bias on the part of the researcher.			/		
7	SCALE AND EVALUATION RATING SYSTEM The scale adapted is appropriate for the items.			/		

Comments and Suggestions: Please see comments in the questionnaire and at the back of this sheet.



Signature Evaluator

Comments / my question

- Arrange your options according to the length of phrases
- group your items based on the new suggestions in the sop
- I cannot see any items that can help you address sop #2

Criteria Indicators		1	2	3	4	5
1	CLARITY OF DIRECTIONS AND ITEMS					
The vocabulary level, language structure and conceptual level of questions suit to level of respondents. The test questions and items are written in clear and understandable manner.						
2	PRESSENTATION ORGANIZATION OF ITEMS					
The items are presented and organized in logical manner.						
3	SUITABILITY OF ITEMS					
The items appropriately represent the substance of the research. The questions are designed to determine the condition, knowledge, perception and attitudes that are supposed to be measured.						
4	ADEQUATENESS OF ITEMS PER CATEGORY					
The items represent the coverage of the research adequately. The number of questions per area category is representative enough of the question needed for the research.						
5	ATTAINMENT OF PURPOSE					
The instrument as a whole fulfills the objectives for which it was constructed.						
6	OBJECTIVE					
Each item question requires only one specific answer or measure only one behavior and no aspect of respondents suggest bias on the part of the researcher.						
7	SCALE AND EVALUATION RATING SYSTEM					
The scale adopted is appropriate for the items.						

Comments and suggestions: This is the only of the instrument, etc. at the

Page 11 and 12.

Statistical Evaluation

Appendix 5: Questionnaire

HOLY CROSS COLLEGE OF CALINAN, INC.
Davao- Bukidnon Highway, Calinan Población, Davao City

SURVEY QUESTIONNAIRES

**THE LEVEL OF THE IMPACT OF COVID-19 TO THE ORGANIZATIONAL
PERFORMANCE OF SMALL AND MEDIUM-SIZED ENTERPRISES (SMEs) IN
CALINAN POBLACION**

We are carrying out an evaluation of the impact of COVID-19 pandemic to the organizational performance of SMEs, to help the entrepreneurs track their development and plan their operations for the future by utilizing newly identified impacts to their organizational performance in the midst of pandemic. Your response to this survey is crucial in providing the necessary information.

If you have any query about the questionnaire, please do not hesitate to approach any of the researchers. Your honest and sincere response and time given to answer the evaluation is greatly appreciated.

Thank you very much for your cooperation.

Name (Optional): _____

Company Profile

1. What industry is your company is in?
 - a. Service
 - b. Merchandising
 - c. Manufacturing

2. Please tell us your company's total revenue for 2020.
 - a. Less than ₱ 1 million
 - b. ₱ 1-5 million
 - c. ₱ 5.1 – 10 million
 - d. ₱ 10.1- 50 million
 - e. Greater than ₱ 50 million
 - f. Not applicable
3. What is the full name of your company? (Optional)

Instruction: Please indicate your most appropriate response from the options given.

1- Low

4- High

2- Very Low

5- Very High

3- Neither High or Low

Financial Operation	1	2	3	4	5
1. Decrease in the total revenue for 2020.					
2. Inability to maintain current cash flow.					
3. Company's total liabilities.					
4. The company's overall loan expenses.					
5. Gross profit of the company for 2020.					
Human Resource Management	1	2	3	4	5
1. Reduction of employees.					
2. Wage increase for employees.					
3. Company's new policies and practices.					
4. Employees' efficiency.					
5. Employees' under skeletal system.					
Logistics	1	2	3	4	5

1. Difficulty in shipping finish goods.					
2. Low supply of basic commodities.					
3. The company's production efficiency.					
4. The price mark-up.					
5. Company's delay in delivery.					

Instruction: Check the column for your answer.

What is the level of impact of the following covid-19 protocols to your company's organizational performance?

	Very Weak	Weak	Moderate	Strong	Very Strong
Liquor ban					
The application of Curfew					
Mandatory use of face shields					
Conducting RT-PCR test monthly					
Implementation of Community Quarantine (ECQ, MECQ, GCQ, MGCQ)					
The prohibition of seniors and minors to establishments					
Hand sanitizers and foot bath stations in all establishments					

Mandatory use of Safe Davao QR (DQR) for all establishments					
Skeletal system					
Work from home					

1.) What is the expected time for the company's business recovery?

- a. Within 2 weeks
- b. 1 month
- c. 1 month to 3 months
- d. More than 3 months
- e. Inability to judge

2.) If you have any comments or suggestions on your own business or the national policy to deal with the epidemic, please feel free to leave them (Optional).

Thank you very much for your participation. The researchers wish you the best for your business, and for your family, for you loved ones, and for your employees as well.

Appendix 6: Tallies of Data Gathered

A. Financial Operation					
Company Name	Revenue	Current Cash Flow	Liabilities	Loan Expenses	Gross Profit
LTS MERCHANDISING SPECIALISTS, INC.	4	4	4	4	4
NCCC Supermarket	4	4	3	4	4
JOLLIBEE FOODS CORPORATION	5	4	3	3	4
Calinan Skylight Hardware	4	4	3	3	3
Four Stars Merchandising	4	4	3	2	5
Green Abbey Marketing	4	4	3	3	4
FOUR BROTHERS ENTERPRISE	4	3	3	3	4
Seventeen Merchandising	4	4	3	3	4
Farmacia Eva Pharmacy	4	2	2	2	4
Overall Mean	4.11	3.67	3.00	3.00	4.00
B. Human Resource Management					
Company Name	Reduction of Employees	Wage Increase	New Policies and Practices	Employees Efficiency	Skeletal System
LTS MERCHANDISING SPECIALISTS, INC.	4	3	5	4	5
NCCC Supermarket	4	3	5	5	4
JOLLIBEE FOODS CORPORATION	5	3	5	4	4
Calinan Skylight Hardware	4	3	4	4	4
Four Stars Merchandising	3	3	5	5	1
Green Abbey Marketing	4	3	4	4	4
FOUR BROTHERS ENTERPRISE	4	3	5	4	3
Seventeen Merchandising	4	3	5	5	1
Farmacia Eva Pharmacy	4	3	4	4	3
Overall Mean	4.00	3.00	4.67	4.33	3.22
C. Logistics					
Company Name	Shipping	Supply	Production Efficiency	Price Mark-up	Delivey
LTS MERCHANDISING SPECIALISTS, INC.	4	4	4	3	4
NCCC Supermarket	4	4	4	4	4
JOLLIBEE FOODS CORPORATION	4	2	2	3	4
Calinan Skylight Hardware	4	4	4	3	3
Four Stars Merchandising	5	2	4	4	4
Green Abbey Marketing	5	4	4	4	3
FOUR BROTHERS ENTERPRISE	4	2	4	2	4
Seventeen Merchandising	4	4	3	4	4
Farmacia Eva Pharmacy	1	3	3	3	1
Overall Mean	3.89	3.22	3.56	3.33	3.44

Company Name	Liquor ban	The application of curfew	Mandatory use of face shields	Conducting RT-PCR test monthly	Implementation of Community Quarantine (ECQ, MECQ, GCQ, MGCQ)
LTS MERCHANDISING SPECIALISTS, INC.	5	5	3	1	1
NCCC Supermarket	2	3	2	1	5
JOLLIBEE FOODS CORPORATION	5	2	3	1	3
Calinan Skylight Hardware	1	2	4	2	1
Four Stars Merchandising	5	5	3	2	1
Green Abbey Marketing	1	4	5	2	2
FOUR BROTHERS ENTERPRISE	5	3	2	2	1
Seventeen Merchandising	4	3	4	1	4
Farmacia Eva Pharmacy	2	2	2	4	3
Overall Mean	3.33	3.22	3.11	1.78	2.33

Company Name	The prohibition of seniors and minors to establishments	Hand sanitizers and foot bath stations in all establishments	Mandatory use of Safe Davao QR (DQR) for all establishments	Skeletal System	Work from home
LTS MERCHANDISING SPECIALISTS, INC.	3	4	1	2	2
NCCC Supermarket	3	3	4	2	2
JOLLIBEE FOODS CORPORATION	2	1	4	2	2
Calinan Skylight Hardware	2	3	3	1	1
Four Stars Merchandising	2	2	1	1	2
Green Abbey Marketing	2	3	4	2	2
FOUR BROTHERS ENTERPRISE	3	3	2	2	2
Seventeen Merchandising	4	3	4	1	2
Farmacia Eva Pharmacy	2	2	1	2	2
Overall Mean	2.56	2.67	2.67	1.67	1.89

Appendix 7: Editor's Certificate



Holy Cross College of Calinan
Davao- Bukidnon Highway, Calinan Poblacion, Davao City
RESEARCH AND PUBLICATION OFFICE

CERTIFICATION

This is to certify that the research paper of **Maurice Cabahug, Prince Mhel Anthony Biol, Erryn Lue Cruz, Jane Noreen Flores, Mary Judith Amigo, and Arvie Avergonzado**, entitled **THE LEVEL OF THE IMPACT OF COVID-19 PANDEMIC TO THE ORGANIZATIONAL PERFORMANCE OF SMALL AND MEDIUM-SIZED ENTERPRISES (SMEs) IN CALINAN POBLACION**, has undergone the editing process and been approved by the undersigned.

This certification is issued upon the request by the researcher on January 5, 2023.

Rizalito H. Paga, PhD
Editor

CURRICULUM VITAE

Name: Mary Judit P. Amigo
 Age: 18 years old
 Date of Birth: June 19, 2003
 Place of Birth: Davao City
 Address: Gumalang Baguio District, Davao City
 Sex: Female
 Civil Status: Single
 Citizenship: Filipino
 Religion: Roman Catholic
 Father's Name: Dennis O. Amigo
 Mother's Name: Adalyn P. Amigo



Occupation: Radio Technician

Occupation: House Wife

EDUCATIONAL BACKGROUND

	School	Year Graduated
Intermediate:	Calinan Central Elementary School	2016
Junior High School:	Holy Cross College of Calinan Inc.	2020
Senior High School:	Holy Cross College of Calinan Inc.	2022
Track:	Academic Track	
Strand:	Accountancy, Business and Management	

CURRICULUM VITAE

Name: Arvie Avergonzado
 Age: 18 years old
 Date of Birth: November 9, 2003
 Place of Birth: Davao City
 Address: Purok 6, Cawayan, Calinan Davao City
 Sex: Female
 Civil Status: Single
 Citizenship: Filipino
 Religion: Roman Catholic
 Father's Name: Arquino Avergonzado
 Mother's Name: Vilma Avergonzado



Occupation: None

Occupation: Livelihood

EDUCATIONAL BACKGROUND

	School	Year Graduated
Intermediate:	Wangan Elementary School	2016
Junior High School:	Wangan National High School	2020
Senior High School:	Holy Cross College of Calinan Inc.	2022
Track:	Academic Track	
Strand:	Accountancy, Business and Management	

CURRICULUM VITAE

Name: Prince Mhel Anthony S. Biol
 Age: 18 years old
 Date of Birth: September 12, 2003
 Place of Birth: Medical Mission, Davao City
 Address: 425 Peñano Street Calinan, Davao City
 Sex: Male
 Civil Status: Single
 Citizenship: Filipino
 Religion: Evangelical Christian
 Father's Name: Melecio G. Biol Jr.
 Mother's Name: Emelita S. Biol



Occupation: Retiree

Occupation: Retiree

EDUCATIONAL BACKGROUND

	School	Year Graduated
Intermediate:	Calinan Central Elementary School	2016
Junior High School:	Holy Cross College of Calinan Inc.	2020
Senior High School:	Holy Cross College of Calinan Inc.	2022
Track:	Academic Track	
Strand:	Accountancy, Business and Management	

CURRICULUM VITAE

Name: Maurice G. Cabahug
 Age: 17 years old
 Date of Birth: July 25, 2004
 Place of Birth: Davao City
 Address: Purok 1 Upper-Wangan, Calinan, Davao City
 Sex: Female
 Civil Status: Single
 Citizenship: Filipino
 Religion: Roman Catholic
 Father's Name: Randy R. Cabahug
 Mother's Name: Marlyn G. Cabahug



Occupation: Tricycle Driver

Occupation: House Wife

EDUCATIONAL BACKGROUND

	School	Year Graduated
Intermediate:	Subasta Elementary School	2016
Junior High School:	Holy Cross College of Calinan Inc.	2020
Senior High School:	Holy Cross College of Calinan Inc.	2022
Track:	Academic Track	
Strand:	Accountancy, Business and Management	

CURRICULUM VITAE

Name: Erryn Lue Z. Cruz
 Age: 17 years old
 Date of Birth: February 14, 2004
 Place of Birth: Davao City
 Address: Pagan Grande, Tamugan, Davao City
 Sex: Female
 Civil Status: Single
 Citizenship: Filipino
 Religion: Roman Catholic
 Father's Name: Diosdado Cruz
 Mother's Name: Lucila Babuyo



Occupation: OFW

Occupation: House Wife

EDUCATIONAL BACKGROUND

	School	Year Graduated
Intermediate:	Lower Tamugan Elementary School	2016
Junior High School:	Lower Tamugan National High School	2020
Senior High School:	Holy Cross College of Calinan Inc.	2022
Track:	Academic Track	
Strand:	Accountancy, Business and Management	

CURRICULUM VITAE

Name: Jane Noreen Flores
 Age: 19 years Old
 Date of Birth: December 2, 2002
 Place of Birth: Calinan, Davao City
 Address: Dallag, Arakan, Cotabato
 Sex: Female
 Civil Status: Single
 Citizenship: Filipino
 Religion: Roman Catholic
 Father's Name: Noel S. Flores
 Mother's Name: Mary Jane P. Flores



Occupation: Businessman

Occupation: Business Woman

EDUCATIONAL BACKGROUND

	School	Year Graduated
Intermediate:	Dallag Elementary School	2016
Junior High School:	Holy Cross College of Calinan Inc.	2020
Senior High School:	Holy Cross College of Calinan Inc.	2022
Track:	Academic Track	
Strand:	Accountancy, Business and Management	