INFLUENCE OF ORGANIZATIONAL CAPACITY AND INNOVATION TOMARKET ORIENTATION AMONG FAST FOOD COMPANIES IN DAVAO CITY

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Abstract

The study aimed to determine which domain that significantly influence organizational capacity and innovation to market orientation among fast food companies in Davao City. The respondents of the study were taken from the total population of 523 employees. Thus, SLOVIN's formula were utilized to determine the sample size which is 227 fast food employees in Davao City. The researcher used the quantitative non-experimental design utilizing causal effect technique that gave the description to the possible existing relationship between two identified variables as well as determining the direction and magnitude of such relationship if there was. The statistical tools used in the research include Mean, Pearson's r- Product moment of Correlation of Coefficient and Multiple Regression analysis. Results revealed that all have a descriptive equivalent of very high. Also, there is a significant relationship between organizational capacity and market orientation. Further, it was also reflected the significant relationship between innovation and market orientation. Both independent variables, organizational capacity and innovation have a significant relationship between market orientation.

Keywords: Organizational capacity; market orientation; innovation; fast food companies; Philippines

1. INTRODUCTION

Market orientation shifts the emphasis on customers rather than goods and services. The shift in emphasis frequently turns out to be profitable and attracts devoted clients. However, most fast-food chains need help with market orientation; they typically need help figuring out what consumers want and need and need help coming up with goods and services that appeal to their target market. Creating strategies for market orientation presents additional difficulties for fast-food chains. Factors include deceiving clients, their desires against their actual spending capacity, business owners' ignorance of marketing, the need to introduce new features and services to the market, inadequate customer support, and communication barriers (Meyers, 2021).

In the business world, organizational capacity and innovation are two crucial elements. An organization's ability to provide services that will satisfy its present and potential clients is known as its organizational capacity. This is where innovation enters the picture. To satisfy potential customers, one must transform what has already been provided into a new process, product, customer service, or business method. An invention that generates economic value is called an innovation. Hence, organizational capacity and innovation affect market orientation by recruiting

the best staff and workers and making innovations to uplift customer satisfaction (Anderson, 2018). In today's fast-paced business world, organizational innovation is essential for fostering competitiveness and sustainable success. Organizations must prioritize a solid organizational culture and capable strategic leadership to foster an innovative culture and succeed in this fast-paced setting a nonprofit needs to interact with other organizations in its surroundings to provide the necessary resources. Nonprofits, for example, interact with other organizations and community stakeholders; they can generate money, work together, and enhance their reputation. Accordingly, capacity describes the tools, abilities, and behaviors needed to perform their roles and attain excellent social performance (Balestrini et al. 2021).

An emerging business has had some success in terms of revenue growth. It can grow even faster due to the rising acceptance of its products and services by the market or the fact that it operates in a rapidly expanding industry. The management team is more likely to seize these possibilities and maintain an advantage over potential rivals if they have a market orientation. A market-oriented company continuously monitors the market to determine the most pressing demands of its clients and how those needs are evolving. The business remains acutely aware of its target markets and works to introduce goods and services that precisely address their demands. When a company's offerings closely align with client preferences, it can increase its market share while requiring less marketing effort. Rather than persuading consumers that they require the company's goods or services, the company's marketing message emphasizes how well it can meet their requirements (Hill, 2021).

Furthermore, Davao City, being the gateway and hub in Mindanao, bore the brunt of having the highest number of cases of the dreaded virus. To control the spread of infections, the local government has introduced sweeping ordinances, from the closure of establishments to the strict implementation of curfew hours. The researcher still needs to look for research on the relationship between market orientation and organizational capacity and innovation among Davao City's fast food companies. In light of this, the researcher is keen to ascertain the most accurate way to forecast the degree of organizational capability and inventiveness to market orientation among Davao City's fast food outlets. It also describes the significant relationship between organizational capacity and innovation market orientation as this study provides relevance to the fast food restaurants in Davao City. Moreover, the findings of this study are timely as they can be used to improve the performance of fast food restaurants not only in Davao City but also in our country, especially now that our country is amid a pandemic thus the urgency of conducting the study.

1.1 Hypotheses

The following hypotheses will be tested at a 0.05 level of significance:

1. There is no significant relationship that exists between the organizational capacity and market orientation among fast-food restaurants in Davao City.
2. There is no significant relationship between innovation and market orientation among fast-food restaurants in Davao City.
3. There is no organizational capacity and innovation domain best predicts market orientation among fast food companies in Davao City.

1.2 Literature Review

This portion will discuss research and studies relevant to organizational capacity and innovation to market orientation among fast-food restaurants in Davao City. The first independent variable is organizational capacity, which has the following indicators: leadership and governance, Strategy and planning, and Culture and values (DiTommaso et al., 2018).

Further, the second independent variable is innovation, with the following indicators: innovation identification, Innovation development, Impact on innovation on food safety, and Firm Performance (Salay, 2017). The dependent variable is Market orientation. Market orientation is an amalgam of customer and competitor orientation that produces inter-functional coordination within the

company (Johnson, 2019).

Organizational Capacity

Organizational capacity often refers to an organization's productivity or the conditions that enable it to carry out its operations and accomplish its objectives. There is no academic consensus on the precise meaning of "organizational capacity," nor on the meaning of concepts that are closely related to it, such as "capability," "ability," and an organization's ability to grow and improve in fulfilling its mission. In the public sector, organizational capacity is commonly defined as a "government's ability to marshal, develop, direct and control its financial, human, physical, and information resources." In the nonprofit sector, on the other hand, capacity is often defined as "the set of processes, management practices, or attributes that assist an organization in fulfilling its mission." Organizations are dynamic entities that alternate between quickly reorienting Strategy, structures, business models, and activities, occasionally changing gradually. An abundance of research attempts to explain how organizations change and what factors determine whether such changes are effective or not by analyzing and synthesizing the antecedents, the process, and the consequences. (Brookes, 2018; Lausier et al. 2020; Dempsey et al. 2022).

The underlying premise of these conceptualizations is that "capacity" influences "capacity building." Since "organizational capacity" has been defined as an input, throughput, process, and resource in addition to an input, its breadth is likewise unclear. The definition of capacity is frequently context-dependent because it can apply to a variety of ideas, such as "collaborative capacity," "policy implementation capacity," and "transformative capacity." Different sectors are driven by different incentives, with private sector companies frequently emphasizing profit, nonprofit institutions pursuing philanthropic objectives, and public sector capacity. These sectors frequently have differing understandings of the organizational capability needed to accomplish these goals. Conceptualizations of capacity differ even within the same industry, contingent upon the goals of the department or organization. Large-scale domestic service delivery departments, like those in education, could have distinct goals compared to smaller departments concentrating on providing services abroad (Coleman, 2019).

Innovation

New inventions and technology are intimately tied to every economic activity. Scientists and developers must understand what kind of innovation should be applied in project activity, scientific discoveries, the development of new high-tech items, service offerings, and task execution (Radeka, 2019).

The writers of this work looked at how innovation is interpreted in different ways. Numerous authors have gathered the materials. A methodological approach to innovation was assembled, and its typology and classification were considered. According to some authors, innovation is creating a new idea and its application into a new good, service, or process. This results in the creation of pure profit for innovative business enterprises and the rapid expansion of the national economy and job market. To put it another way, innovativeness is defined as the creative service cues that affect how customers perceive the operation's intangible values (Urabe, 2018; Truong et al., 2020).

Though the term "innovation" has been the focus of numerous studies, it is usually considered to be quite complicated and multidimensional, and there is no widely recognized definition of innovation in science. Three primary methods exist for analyzing the phrase. Cutting-edge methods in food value chains are the foundation of these initiatives. Accordingly, companies in the food industry now rely heavily on innovation as a source of competitive advantage (Siauliai, 2018; Grimsby & Kure, 2019).

As the father of innovation in the economy, Schumpeter saw innovation as applying novel combinations of already-existing productive forces to address business challenges. Innovation was

defined as the economic impact of technological change. Innovation, therefore, is considered essential to guarantee the efficiency of food production (Schumpeter, 2018; Little et al., 2023).

To create originality, Twiss defines innovation as a process incorporating science, technology, economics, and management. It starts with the creation of an idea and concludes with its commercialization through production, exchange, and consumption (Twiss, 2019).

According to Afuah (2018), innovation integrates new knowledge into processes, goods, and services. He divides innovations into three categories: technological, market, and administrative/organizational. Organizational, process, product, and market innovations are the four main domains of innovation (Exposito & Sanchis-Llopis, 2019).

Quantifying and categorizing innovations is challenging since different authors and current sources define innovation differently, and several criteria and indicators are used in the classification process. This paper aims to examine and categorize contemporary innovation concepts and models. This paper's primary goals are to a) examine the idea and theoretical frameworks of innovation and b) examine how innovation is categorized. Different industries may use different innovation strategies. Nevertheless, the research that has already been done on the idea of innovation needs to be sector-specific. Consequently, it is crucial to investigate the idea of innovation and its applications with an emphasis on industry specificity (Stokes, 2017; Negassi et al., 2019).

Diverse authors have contributed to the typology of diverse inventions in different ways. The relationship between the first and second discloses the benefits of using particular types of innovation actor's specific invention. Institutional science also has its own approach to the typology of innovation as the good and the typology of the subjects of innovation. As such, the work's theme is sufficiently pertinent. You can find definitions of innovation in. Twenty-one success factors were discovered and related to the development stage (seed, early, growth, expansion, or exit). The results of this study show no correlation between success and the following variables: competitors, business age, academic background, gender of the entrepreneurs, or environment dynamism (Pedersen & Dalum, 2017; Santisteban et al., 2021).

"Innovation is the production of a new concept and its application into a new product, process, or service, resulting in the creation of pure profit for the innovative business firm as well as the dynamic growth of the national economy and the increase of jobs. Innovation is not a one-time event; rather, it results from numerous organizational decision-making processes over an extended period, from idea development to implementation. A "new idea" is a novel product requirement or production method. It is produced through an ongoing, challenging entrepreneurial vision and information-gathering procedure. The novel concept is developed and commercialized into a new, marketable product or process that results in lower costs and higher productivity through the implementation process. While consumer and food scientists have traditionally focused on technological problems and product performance, marketing and promoting new food products would be more appropriately classified as a field within economics, management, and marketing. These techniques are mainly autonomous. However, according to recent studies, marketing, consumer research, food design, and food technology must all be combined to improve the efficacy of new food products (Urabe, 2018; Horvat et al., 2019).

The term "innovation" is often a highly complicated and comprehensive topic that has been the focus of numerous investigations; nonetheless, there isn't a widely recognized definition of innovation in science. There are three primary methods for thinking about the phrase. Innovation can be defined as "enhanced," "novel," and, in some instances, even "invention." Nonetheless, legislative practice should clearly understand the distinctions between these terms for usage in scientific contexts. An integrated approach to food product creation has been attempted, integrating the various fields (such as technology, design, marketing, product benefits, and consumer research) that collectively contribute to the end customers' positive perception of the product. These date back to the product's initial development phases, including evaluation and the final product launch (Swaim, 2018; Horvat et al., 2019).

As the father of innovation in the economy, Schumpeter saw innovation as applying novel combinations of already-existing productive forces to address business challenges. Innovation was defined as the economic impact of technological change. The premise behind open innovation is that the close-to-home paradigm of innovation can no longer fully explain innovative activities in the current competitive environment in which businesses operate (Schumpeter, 2018; Bigliardi et al., 2020).

To create originality, Twiss defines innovation as a process that incorporates science, technology, economics, and management. It starts with the creation of an idea and concludes with its commercialization through production, exchange, and consumption (Twiss, 2019).

Molchanov's interpretation holds that innovation results from scientific endeavors to enhance social activities and facilitate social production. The research agenda for innovation and entrepreneurship has shifted dramatically in the twenty-first century. The current value-creation chain has changed as a result of the digitization of economies and industries. Compiled the findings from multiple studies and determined the most important subjects for digital innovation and entrepreneurship (Siauliai, 2018; Nambisan et al., 2019).

Technological advances include understanding the parts, connections, procedures, and techniques that go into making a good or service. It might or might not call for creative administration. It could be a procedure, a service, or a product. Innovations in products or services should be brand-new offerings designed to meet specific market demands. Introducing new components into an organization's operations, such as equipment used to manufacture a product or provide a service, task specifications, work and information flow mechanisms, and input materials, is known as process innovation. One of the most significant factors influencing technological evolution is innovation systems. We explain how technological progress co-evolves the formation of an innovation system and the modification of current innovation systems. As a result, a greater understanding of the dynamics of innovation systems is required (Afuah, 2018; Hekkert et al., 2019).

The basic idea behind innovation is to expedite procedures and incorporate them into the production cycle to achieve objectives such as profit maximization, the effectiveness of social programs, sustainable economic growth, and others. The best way to quantify and evaluate innovation at every level is a topic of much debate. According to certain writers, measuring new and enhanced products should be done as a direct result of innovation connected to new product creation (Radeka, 2019).

Measurements of process and method improvements are recommended by Akgün et al. (2019), while Czarnitzki Kraft (2018) discusses the commercial success of innovation and proposes a "ratio of innovative products sold in the market to total sales." When discussing market factors, define an indicator of a new product's performance on the market and point out that this rate of success is never 100% and can be pretty sensitive. While some authors link patent applications to innovation, others propose gauging the significance of patents using patent citation counts (Makri & Scandura, 2010; Jung et al., 2018; Elenkov Manev, 2019).

The significance of social innovation is highlighted by Drucker (2017) despite the widespread perception that innovations are limited to specific fields like science and technology, as he asserts. Numerous instances of social innovation have resulted in notable transformations inside society. It is crucial because innovation in workplace safety and health is recognized nowadays. Based on the outcomes of innovation, the following subgroups can be identified in this field: social effects, which include, but are not limited to, heavy and unhealthy jobs that improve safety and health conditions, eliminate occupational diseases, and reduce work-related accidents; economic effects, which result in increases in labor productivity, profits, and output; and technical effects, which take the form of bettering the technical specifications of machinery, equipment, products, or work processes the importance of organizational reorganization and modifications in light of technology advancement. Nevertheless, despite the significance of this subject, academic studies still need a thorough knowledge of how developments in digital technology support organizational redesign and alter the

company's character (Stokes, 2018; Menz et al., 2021).

Market Orientation

A corporate concept known as "market orientation" strongly emphasizes determining and satisfying customers' requirements and wants. To be profitable, a business with a market-oriented approach concentrates on creating and offering products and services that meet its customers' needs. Through its product mix, the market-driven business successfully ascertains and satisfies the demands and wants of its clientele (Kirca et al., 2017; Ahmed et al., 2020).

In contrast to previous marketing techniques that prioritized product orientation, which concentrated on creating selling points for already-existing goods, market orientation operates in the opposite direction. With the marketing orientation strategy, you customize your products or services to satisfy client expectations rather than attempting to win them over or convince them of their merits. Many marketing experts refer to a coordinated marketing campaign between a supplier and its buyers as market orientation. Market orientation improves business performance, and innovation is a mediating factor in this relationship. The writers advise businesses to concentrate on comprehending client preferences and demands in order to create cutting-edge goods and services that satisfy those needs and boost corporate performance (Kohli & Jaworski, 2017; Ahmed et al., 2020).

A market-oriented approach's primary drawback is its need for more innovation. If all of your time is devoted to meeting client demands, you can miss out on possible technological advancements. Conversely, product-focused businesses often exhibit more excellent technical or scientific innovation but often need more understanding of customer needs. According to Siddiqui et al.'s study from 2021, consumer engagement acts as a mediator between market orientation and customer happiness, which is positively correlated. The study emphasizes the value of customizing goods and services to satisfy consumer needs and the necessity of a coordinated marketing effort between a provider and its customers. Market orientation is more of a culture than an individual process. It is companies' mindsets, values, beliefs, norms, behaviors, and the organization's systems, structure, and control (Kirca et al., 2017; Mears, 2018; Ahmed et al., 2020).

Commercial businesses that are focused on the market characterize their operations as service activities meant to fulfill the needs of their clients. Their primary goal is to meet their customers' needs, which motivates them. A product-oriented firm prioritizes its product over the market, while a market-oriented company focuses more on the market and what customers want (Means, 2018; Ahmed et al., 2020).

When a business adopts a market orientation strategy, it responds to customers' demands. The majority of the decisions it makes are based on something other than what the business thinks is best for them but rather on data about customer requirements. Today's most successful businesses are primarily focused on the market. Remarkably, many failed companies concentrated more on their goods than on their customers. The market orientation hypothesis, which holds that businesses must comprehend and cater to customer needs in order to succeed, is supported by Kohli, Jaworski, and Kumar's (2020) study. The study also emphasizes the significance of striking a balance between market orientation and other factors, such as innovation and product development. The authors advise businesses to invest in research and development as well as other initiatives that can aid in creating new goods and services rather than concentrating only on market orientation (Kirca et al., 2017; Kohli, Jaworski & Kumar, 2020).

The customer has become more knowledgeable about the market, available items, and expectations since the invention of the Internet. As a result, he or she is demanding higher quality and a more comprehensive selection. For instance, if I want to purchase a car for between $15,000 and $20,000, I can go online and get precise information in 30 minutes, when it would have taken me at least a few days to obtain it in the days before the Internet. This theory is supported by a recent study by Zhang, Zhang, and Li (2020), which discovered a favorable correlation between

market orientation and firm success, including financial performance, customer satisfaction, and innovation. According to the writers, market orientation is critical for businesses as it enables them to comprehend better and cater to their clientele's wants and preferences. Businesses can create goods and services that have a higher chance of succeeding in the market by concentrating on the demands of their customers (Kohli & Jaworski, 2017; Zhang, Zhang & Li, 2020).

Businesses need to be more aware of the wants and needs of their clients if they want to thrive in the market. Those companies are doomed if they are not, and their rivals are. The days of automakers developing a new vehicle and introducing its features to an enthusiastic audience are long gone (Mears, 2018; Kohli, Jaworski & Kumar, 2020).

According to the writers, market orientation is critical for businesses as it enables them to comprehend better and cater to their clientele's wants and preferences. Businesses can create goods and services that have a higher chance of succeeding in the market by concentrating on the demands of their customers. The authors point out that market dynamism can mitigate the association between company performance and market orientation. Firms that exhibit a greater degree of market orientation are more adept at responding to and adapting to their customers' ever-changing demands and preferences in dynamic marketplaces, which ultimately results in improved business performance (Kohli, Jaworski & Kumar, 2020).

Consumers have an almost infinite array of options in today's global economy. Companies must religiously adhere to the market orientation strategy to stay competitive. This picture provides a straightforward overview of the elements needed to establish a market-oriented culture. Multinational firms take a lot of effort and time to adopt this culture fully throughout the organization. The study by Wang, Li, and Li (2021) lends credence to the notion that MNCs confront particular difficulties in establishing a market-oriented culture and that doing so is a complex and time-consuming process. The study strongly emphasizes the value of cooperation, communication, and cultural sensitivity while establishing a market-oriented culture in multinational corporations (Kirca et al., 2017; Wang, Li & Li, 2021).

Correlation between Measures

Through a literature review, it has become clear how vital organizational learning, organizational culture, and market orientation are to innovation, which in turn leads to exceptional organizational performance. This paper also emphasizes the connection between organizational performance and market orientation. This figure illustrates how the variables relate to one another.

According to Olson, Slater, and Hult (2018), Narver and Slater (1990) investigated how market orientation concentrates on building high values for customers. According to Slater and Narver (1999), referenced by Olson, Slater, and Hult (2018), market-oriented businesses recognize customers' explicit and latent wants and use innovative methods to meet them. The two most widely accepted definitions of market orientation are those put forth by Kohli and Jaworski (1990) and Narver and Slater (1990), as quoted by Olson, Slater, and Hult (2018). The former emphasizes the behavioral part of market orientation, while the latter emphasizes the cultural side. According to Olson, Slater, and Hult (2018), who cited Narver and Slater (1990), market orientation depends upon three constructs: inter-functional coordination, competitor orientation, and customer orientation. According to a statement, the foundation of market orientation is the organization's generation of market intelligence, its distribution throughout all departments, and its response in terms of choosing markets and developing goods and services to satisfy both current and future client demands (Wang et al., 2020; Kumar et al.,2020; Chen et al., 2020; Singh et al., 2020).

Customer orientation: At the core of any firm, the objective is to comprehend and satisfy the needs of its clients. Competitor orientation: We must be conscious of our rivals' actions. Scanning the environment is necessary to obtain a long-term competitive advantage. Interfunctional coordination: Information is shared among all organization members and used to achieve the organization's goals through inter-functional cooperation (Murray, 2018; Lee et al., 2022; Sodero

et al., 2022; Singh et al., 2023).

If we examine developing nations, we will see that, owing to resource constraints, market orientation needs to be implemented there. According to Langerak's (2017) research, there is a significant correlation between market orientation and innovation and performance in developed economies such as the US.

Božic and Ozretic (2015) investigated how strongly customer and competitor orientation affects innovation and found a significant relationship between market orientation and innovation. Olson, Slater, and Hult (2018) investigated the link between innovation and market orientation. They demonstrated how market orientation affects innovation and argued that understanding clients is a critical component of innovation. This demonstrates how a culture focused on the market is necessary for innovation.

The resource-based view lends support to market orientation (Foley & Fahy, 2009). This viewpoint holds that a company can obtain a competitive edge by utilizing its unique, valuable resources that are hard for competitors to replicate, as well as those that are valuable to customers. Market orientation and resource-based view's capacity for market sensing are significantly correlated. According to Lukas and Ferrell (2000), less innovative organizations place less emphasis on market orientation than more innovative firms do. According to Vorhies et al. (1999), market-oriented businesses prioritize determining and meeting the demands of their clients in order to concentrate on developing new products and services to meet those needs (Wang et al., 2020; Chen et al., 2020; Kumar et al.,2020).

Proactive and responsive market orientation are the two categories into which market orientation is separated. A proactive market orientation aims to discover what demands clients may need to be made aware of. On the other hand, responsive market orientation focuses on meeting customers' stated needs. This study adheres to the recommendations made by Atuahene-Gima et al. (2005) regarding the reasons why businesses embrace a proactive and adaptable market orientation. Proactive market orientation aims to detect the unspoken demands of customers and has a good correlation with innovation (Olson et al., 2005; Atuahene-Gima et al., 2005; Narver et al., 2004; Kirca et al., 2017).

Malekifar et al. (2017) say that firms must adapt quickly to shifting client demands and rapidly evolving technologies in this highly competitive market. Innovation development is significantly influenced by market orientation. Both drastic and gradual innovations are possible. McKee (1992) asserts that radical innovation produces technological advancements that enhance products (Lee et al., 2020; Singh et al., 2022; Zhang, 2022).

On the other hand, more inventive, daring, and creative innovation produces more radical innovation, according to Zaltman et al. (1973). According to Dewar and Dutton (1986), incremental innovation entails only minor advancements over current technologies. Atuahene-Gima and Ko (2001) claim that consumers only discuss their demands about well-known items, which harms radical innovation. Research by Lawton and Parasuraman (1980) and Gatignon and Xuereb (1997) indicated that market orientation and innovation were negatively correlated. However, Cooper (1979) investigated how innovation that satisfies customer requirements is positively impacted by market orientation (Kirca et al., 2017; Li et al., 2021; Kim et al. 2022).

According to Goldenberg et al. (2018), market orientation offers fresh, practical ideas that result in the introduction of new items and suggestions for enhancing already existing ones. Cooper (1979) found substantial empirical evidence to support his claim that market orientation and innovation are significantly correlated. This association was also supported by Lukas and Ferrell (2000). Two hundred twenty-seven high-tech Taiwanese companies participated in a questionnaire survey performed by Li and Lin (2008), and the study's findings demonstrated that proactive market orientation had a more significant impact on radical innovation than responsive market orientation.

Thus, for innovation to be successful, it must be market-oriented. According to Volberda (1998), who was quoted by Kirca, Jayachandran, and Bearden (2017), companies react with incremental innovation to the competitive environment of mature economies and with radical innovation to the

competitive environment of emerging economies. In order to meet the needs of new markets, radical innovation develops new goods and procedures. Incremental innovations focus on increasing the scope of current products, satisfying the needs of current clients, enhancing the effectiveness of current routes of distribution, and supporting current procedures.

The goal of radical innovation is to satisfy customers' unmet requirements. Von Hippel et al. (1999), referenced by Goldenberg et al. (2018), state that companies can perform better if they concentrate on discovering customers' latent demands. Generative learning is closely associated with radical innovation. Generative learning is associated with proactive market orientation. According to research by Danneels (2004), radical innovation and responsive market orientation are inversely correlated. Adaptive learning is associated with responsive market orientation. For innovation, more than adaptive learning is required. Because responsive market orientation promotes adaptive learning, it has the potential to abolish radical innovation (Huang & Chen 2021; Liu & Li 2023; Wu & Chen 2023).

Investigating the unmet demands of clients is another crucial aspect of innovation. An empirical study by Narver et al. (2004) demonstrated the benefits of proactive market orientation and innovation. As demonstrated by Narver et al. (2004; Chen & Chen 2024), innovation needs to have a proactive and responsive market orientation. There are numerous instances of how a responsive market orientation fosters innovation by meeting customers' needs. Wal-Mart is one exemplary example. It consistently innovates, sticks to its daily low-price policy, and successfully provides more excellent consumer value through responsive market orientation. Proactive market orientation is more innovation-focused and works to uncover customers' latent desires (Goldenberg et al., 2018; Wang & Li 2020).

Numerous empirical studies have studied the relationship between proactive and responsive market orientation. A measuring scale was created to demonstrate the impact of both proactive and responsive market orientation on innovation. It was also shown that only proactive market orientation has a meaningful relationship with innovation. Incremental innovation is more significantly impacted by responsive market focus. Proactive market orientation is significantly more linked with innovation than responsive market orientation. He demonstrated this by carrying out research, creating 107 new development programs, and putting them into practice in five Taiwanese high-tech firms. Zhang and Duan (2010) and Liu and Li (2021) investigated the beneficial effects of proactive and responsive market orientations on innovation. (Narver et al., 2004; Tsai et al., 2008; Wang & Li, 2019; Zhang & Li, 2022)

On the other hand, market orientation combines inter-functional coordination, competitor orientation, and consumer orientation. It focuses on clients and businesses that are fully informed about the market and are aware of what their rivals are doing. The company creates its goods and services to meet consumer wants in order to win over the most customers, increase its market share, and maintain a competitive edge. Numerous investigations backed these market-orientational dimensions. The beneficial impact of market orientation on innovation was vehemently endorsed (Wong & Tong, 2012; Wu & Chen 2023; Chen & Chen, 2024).

Considering the aforementioned considerations, the following claim can be made: An organization's market orientation and innovation are closely intertwined. Innovation mediates the relationship between an organization's success and its market orientation.

Theoretical Framework of the Study

The first independent variable is Organizational Capacity by Murphy (2007), defined as the level of organizational capacity, which is the ability to provide goods and services that consistently look ahead to future market opportunities while meeting current customer expectations. The essential elements of capacity that are related to human performance are crucial. These include the traditional classification of knowledge, skills, and abilities. These elements contribute substantially to an organization's capacity and serve as the primary focus of its capabilities. As a result, DiTommaso,

Slater, Raymond, Marks, Antwi-Donkor and Hoffberger (2017) enumerated indicators that could measure organizational capacity, including *Leadership and Governance, Strategy and Planning, and Culture and Values.*

The second independent variable is E.M. Roger, who supports innovation and created the Diffusion of Innovation (DOI) Theory. One of the earliest social science hypotheses dates back to Rogers in 1962. It was first used in communication to describe how, throughout time, a concept or item gathers traction and diffuses or spreads through a particular community or social structure. Due to this diffusion, people eventually adopt new ideas, behaviors, or products as a part of a social system. Adoption is the act of someone doing something different from what they did before (buying or using a new product, learning and exhibiting a new habit, etc.). Adoption hinges on the individual perceiving the concept, action, or item as novel or inventive. This allows for the possibility of dissemination. In a social system, adopting a novel concept, action, or item ("innovation") is a process in which specific individuals are more likely than others to accept the innovation. Researchers have discovered that early adopters of innovations exhibit distinct traits from later adopters. It is critical to comprehend the traits of the target audience when pushing an invention to them because these traits might either facilitate or impede the innovation's adoption. The general public tends to fall into the middle of the five defined adopter categories, but it is still essential to understand the characteristics of the target demographic. Diverse tactics are employed in innovation promotion to cater to distinct adopter demographics. In addition, Salay, Caswell, and Roberts (2003) worked on a case study of innovation, which later came up with the following indicators: *innovation identification, innovation development, impact of innovation on food safety, and firm performance.*

The dependent variable is Market Orientation, which was pioneered by Kohli and Jaworski (1990) and Narver and Slater (1990). As per Narver and Slater, market orientation encompasses three key elements: a close comprehension of competitors, also referred to as competitor orientation; a customer-focused approach, known as customer orientation; and the integration of all company functions to generate superior customer value, also known as inter-functional coordination. Market orientation demonstrates that generating long-term profit and maintaining a competitive edge depend on offering higher customer value. Employee behavior is influenced by the behavioral culture created by the active integration of functional groupings within the organization to generate more excellent value.

Conceptual Framework

Figure 1 shows the conceptual framework of the study. The independent variable is organizational capacity is supported by DiTommaso, Slater, Raymond, Marks, Antwi-Donkor and Hoffberger (2017) stated that organizational capacity is a measure of an organization's ability to provide goods and services that consistently look ahead to the future market prospects in addition to meeting the expectations of current customers. Thus, organizational capacity has the following indicators to measure organizational capacity: leadership and governance, strategy and Planning, and culture and values. *Leadership and Governance* are the ability and willingness to take responsibility for a portion of an organization and consistently act in the organization's best interests. *Strategy and Planning* involves developing targeted business plans, carrying them out, and assessing the outcomes considering the company's overarching long-term objectives. *Culture and Values* are the fundamental beliefs underpinning a community's existence.

In addition, Salay, Caswell, and Roberts (2003) stated that innovation describes the process that a person, group, or business uses to create new ideas, processes, and products or to approach already-existing ideas, processes, and goods in novel ways. Hence, the researchers work on the case study of an innovation, which later on comes up with the following indicators: Innovation Identification, Innovation Development, Impact of Innovation on Food Safety, and Firm Performance. Innovation Identification involves describing its novelty in terms of technology,

market, and innovation cost. Innovation development includes knowledge sources, innovation drivers, and an account of innovation activities, including cooperative arrangements. Impact of Innovation on Food Safety describes how innovation affects product outcomes like pathogen reduction, minimal pathogen levels, and product shelf life. In contrast, Firm Performance includes production elements like increased sales and production costs.

The dependent variable, market orientation, by Kohli and Jaworski (1990) and Narver and Slater (1990), states that market orientation places a high priority on determining the wants and needs of customers and developing goods and services to meet those demands. Market orientation has the following indicators: Customer Orientation, Competitor Orientation, and Interfunctional Coordination. Market orientation consists of a focus on customers, also known as *customer orientation*, an intimate understanding of competitors or *competitor orientation*, and integration of all functions within the company to create superior customer value or *inter-functional coordination*.

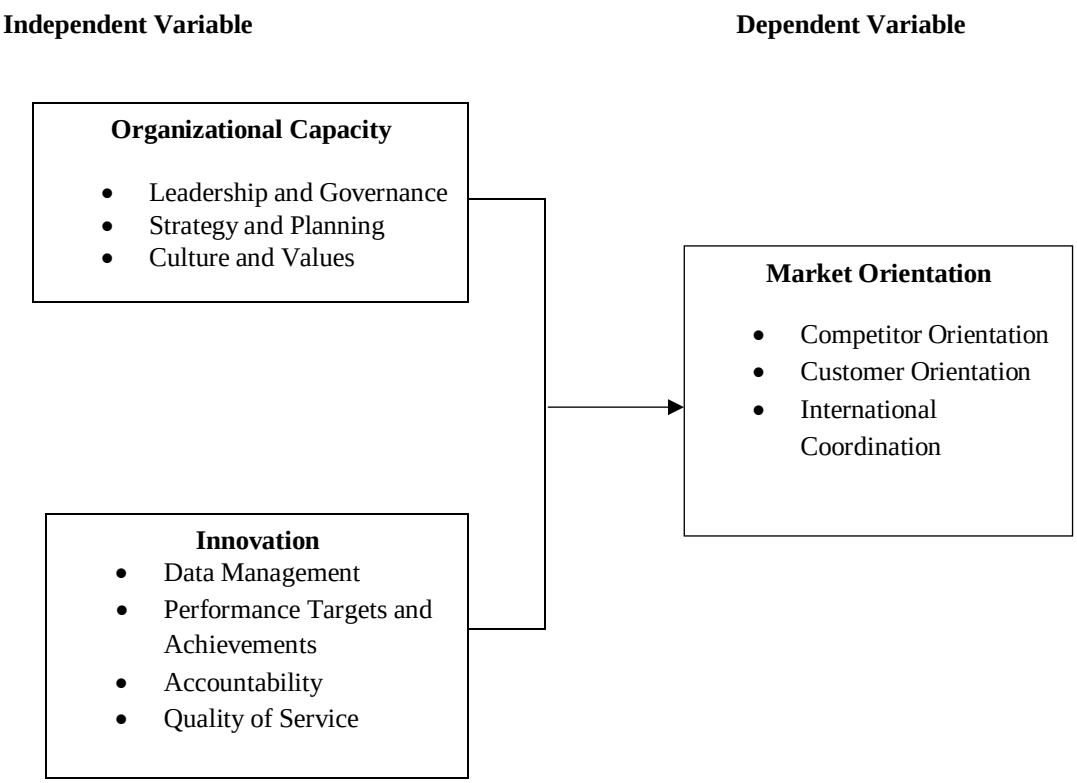

Figure 1. *Conceptual framework of the study*

Significance of the study

The main subjects of this study were the organizational ability and inventiveness to market orientation among fast food enterprises. In the business world, organizational capacity and innovation are two crucial elements. An organization's ability to provide services that will satisfy its present and potential clients is known as its organizational capacity. This is where innovation enters the picture. To satisfy potential customers, one must transform what has already been provided into a new process, product, customer service, or method of conducting business. An

invention that generates economic value is called an innovation. Hence, organizational capacity and innovation affect market orientation by recruiting the best staff and workers and making innovations to uplift customer satisfaction (Anderson, 2018; Foster & Kaplan, 2001).

The proponents have yet to conduct research about the influence of organizational capacity and innovation on market orientation among fast-food companies in Davao City. The proponent of this research aimed to determine which domain significantly influences organizational capacity and innovation on market orientation.

The result of this study will benefit business establishments as it will serve as the basis for further studies on individual factors that significantly influence environmental factors among residents of Davao City. Fast Food companies will be able to understand their employees, how they perceive organizational capacity, innovation, and market orientation, and how this understanding can uplift or enhance their company's productivity. The consumers will benefit from this study by receiving quality service as an outcome of what the company understands in this endeavor. Future researchers may use this as a basis to guide their future research by giving them relevant information on some other factors that influence organizational capacity and innovation to market orientation among fast food companies.

2. METHODS

Research Design

To describe any potential relationship between the two variables found and, if one does exist, to ascertain its direction and degree, this study used a quantitative non-experimental design that employed the causal effect technique. It was decided that this investigation's descriptive correlation method would be appropriate and reliable. After an action is taken, this research design looks for a relationship between the independent and dependent variables (Gravetter & Wallnau, 2004; Zheng, Zhang & Wei 2023).

Furthermore, this study's design combines regression analysis and a correlational technique. Additionally, the method works well for surveys and gathers information with pre-made tools that produce statistical data (Creswell, 2003 Devis & Miller 2023; Williams and Browns 2022).

When a study topic or hypothesis can be answered with information on a single variable rather than the relationships between variables, non-experimental research was employed. Regression analysis was also used when the study's main goal was to build a model analysis across several variables, where the described relationship involved one or more independent variables and a dependent variable. To put it simply, regression analysis is a statistical technique that uses a quantitative approach to examine the nature of correlations between variables (Dudovskiy, 2018; Jain & Sharma 2022).

A descriptive-correlational approach was employed to investigate the level of variables further. Therefore, the survey was considered significant since it validates facts upon which scientific judgment can be founded. It provides crucial information for creating measurement tools for a wide range of objects used in all quantitative research forms (Berg, 2009; Johnson & Smith 2021; Thomas & Jones 2024). Specifically, Leedy and Ormrod (2001) cited that the descriptive correlational research method is appropriate for this study because it allows the researcher to determine relationships and differences. This study was conducted through a survey method measuring the organizational capacity questionnaires, innovation, and market orientation among fast food companies in Davao City. This also examined the significant relationship in terms of organizational capacity, market orientation, and innovation and market orientation.

Research Locale

Davao City was the site of this investigation. With a total land size of 2,444 square kilometers, it is the largest land-area city in the Philippines. It is separated into 11 administrative districts and

three congressional districts. Congressional District II comprises Agdao, Buhangin, Bunawan, and Paquibato administrative districts. District I is made up of the districts of Poblacion and Talomo. Toril, Tugbok, Calinan, Baguio, and Marilog are all included in District III. Geographically speaking, Davao City is located in the southeast of Mindanao, along the grid squares of latitudes 6°58′ to 7°34′ N and longitudes 125°14′ to 125°40′ E. The province of Agusan del Sur borders it on the north; the provinces of Davao del Norte and the Davao Gulf partially border it on the east; Davao del Sur borders it on the south; and the provinces of Bukidnon, North and South Cotabato, and Sarangani Province border it on the west1. Southeast of Manila is roughly 946 aerial kilometers, or 588 statute miles, in Davao City Proper. As the principal hub of development in Mindanao, the City serves as the main entry point for the Brunei Darussalam – Indonesia – Malaysia – Philippines East ASEAN Growth Area (BIMP-EAGA) due to its strategic location and status as the administrative center of Davao Region (www.davaocity.gov.ph).

Hence, the study focused on fast food companies in Davao City, which are either franchise or company-owned entities. Davao is the premiere city in the South of the Philippines. Being a gateway and entry point of the East Asia Growth Area (EAGA), this heavily urbanized metropolis serves as a growth hub for Mindanao. As the "Durian" Capital of the Philippines, the city is a mingling pot of cultures and customs, home to eleven (11) ethnolinguistic tribes.

The market orientation of the fast-food chain in Davao City was not focused on the development of businesses in the city, which made the researcher curious about its status, including the level of organizational capacity and innovation of the fast-food chain.

Population and Sample

The respondents to this study were the managers and crew of different fast-food restaurants in Davao City. The participants were chosen by random sampling. This investigation was carried out in 2022. To collect data, the researcher employed a sampling strategy.

As the inclusion criteria used in determining the subject of the study, the researcher considered only the managers and crew of the fast-food chain to be part of the study as respondents. Furthermore, because respondents met the exclusion criteria and were not included in the study, people who are employed but do not work for fast-food franchises were excluded. If they felt intimidated by how the survey was conducted, the respondents were allowed to leave at any time. Therefore, the researcher should have considered the company's capitalization when selecting the responders.

The study's participants were selected from among the 523 employees in total. Thus, using SLOVIN's algorithm, 227 fast food workers in Davao City were chosen as the sample size. Therefore, the respondents' distribution displays the true number of respondents in each branch.

Due to their broad knowledge and expertise in fast food operations, this workforce is eligible to participate in the study as responders, allowing them to offer more insights and opinions on how they assessed the current aspects of their organizational capacity and creativity.

`The researcher assures that the selection of the respondents, as well as their responses and the information gathered, was based on their experiences limited only to the fast food restaurant premises and the community they came from. Respondents are expected to write their names on the paper for identification and confirmation during selection. After the process, the identified members undergo a draw lots method for sample purposes that can be very useful in selecting the respondents that can be used for the study. However, if they feel intimidated by how the survey is conducted, these respondents can leave anytime.

Research Instrument

The study's tools, which included questions from DiTommaso et al. (2017)'s "Organizational Capacity Assessment Tool," were downloaded, edited, and adjusted. To better contextualize the setting, the original questionnaire was altered. Question items were either simplified or translated

into the respondents' native tongue. The questionnaire has three parts: Leadership and Governance, Strategy and Planning, and Culture and Values. For each item, the respondents are asked to rate the levels of Organizational Capacity using the five-point Likert scale anchored at (1) Very High, (2) High, (3) Moderate, (4) Low, and (5) Very Low.

For the dependent variable, market orientation, the researcher used an adapted questionnaire from Johnson, Dibrell, and Hansen (2009) research in the study entitled "Market Orientation, Innovation, and Performance of Food Companies." The questionnaire has three parts: Customer Orientation, Competitor Orientation, and Interfunctional Coordination. For each item, the respondents were asked to rate the levels of Market Orientation using the five-point Likert scale anchored at (1) Very High, (2) High, (3) Moderate, (4) Low, and (5) Very Low.

Data Collection Procedure

The researcher used the following procedures to collect the data. With a letter of support from the university's graduate school dean, the researcher requested authorization from the fast-food restaurant store managers. Following approval, the researcher provided copies of the authorized letter to the outlet shift managers.

After receiving permission from the shift managers, the researcher gave the survey to the fast-food restaurant's chosen employees and crew. The researcher explained the goal of the survey to the respondents as they individually handed them the questionnaires. They were promptly collected as soon as they had completed answering the questionnaires.

The result was collected and tabulated before being subjected to appropriate statistical treatment. The answers to the questionnaires were tabulated and checked meticulously. After tabulating the results, the researcher sought the help of a statistician to choose the appropriate statistical tools and perform the statistical treatment. After performing appropriate statistical tools and processes, the researcher analyzed the statistical data and made appropriate interpretations, conclusions, and recommendations.

Statistical Treatment

The information was totaled and documented appropriately. The following methodology was used to analyze and interpret the results:

Mean. This was done to calculate the central tendency of the interval and ratio data sets. This study will employ this method to ascertain Davao City's fast food establishments' market orientation, innovation, and organizational capacity.

Pearson's r—Product Moment of Correlation Coefficient was used to calculate the link between the interval and ratio data sets. This study will employ it to ascertain the important relationship between market orientation and organizational capability and between innovation and market orientation among Davao City's fast food businesses.

Multiple Regression Analysis. This was utilized to calculate each factor predictor's proportion of influence on the market orientation of Davao City's fast food businesses.

3. RESULTS

Level of Organizational Capacity

Table 1 shows the data on the level of organizational capacity in terms of Leadership and Governance, Strategy Planning, and Culture and Values. It is indicated in the table that the overall mean is 4. 84 with a standard deviation of 0.236, in a descriptive equivalent of *very* high. This means that the level of organizational capacity is very much evident.

All three indicators have a descriptive equivalent of very high. The highest is on leadership and

governance, with a mean of 4.89 and a standard deviation of 0.239, with a very high description. Strategy planning had a mean of 4.82 with an SD of 0.274 at a very high level, followed by culture and values with a mean of 4.85 and an SD of 0.292 with a descriptive equivalent of very high.

The overall mean of 4.84 with a descriptive equivalent of very high means that the level of organizational capacity is very much evident. This further suggests that the business adopt bylaws outlining its fundamental duties and adhering to regional and federal legislation. They adopt a budget that aligns with their quantifiable objectives and strategic goals. They update a set of rules governing the company in communications, fund development, finance, and human resources. Periodically, they assess the Store Manager's performance. They select employees who represent the communities we serve. While developing their strategy plan, they also sought feedback from outside stakeholders. They satisfy the requirements of our program or the organization as success criteria. They establish fundamental principles and ideals expressed in writing, widely accepted and embraced by all or most employees. They give supervisors and service staff members a chance to voice their issues or offer helpful criticism to the leadership. They welcome differences in ability, gender, sexual orientation, race, ethnicity, class, and other aspects of human identity.

Table 1

Level of Organizational Capacity

	SD	**Mean**	**Descriptive Level**
Leadership and Governance	0.239	4.89	Very High
Strategy Planning	0.274	4.82	Very High
Culture and Values	0.292	4.85	Very High
Overall	**0.236**	**4.84**	**Very High**

Level of Innovation

Table 2 shows the data on the level of Innovation in terms of Data Management, Performance Targets and Achievements, Accountability, and Quality of Service. It is indicated in the table that the overall mean is 4. 83 with a standard deviation of 0.224, which is a descriptive equivalent of *very high.* This means that the level of Innovation is very much evident.

All four indicators have a descriptive equivalent of very high. The highest is on data management with a mean of 4.87 and standard deviation of 0.287 with a description of very high*;* then service quality with a mean of 4.84 with SD 0.241 in a very high level. Accountability with a mean of 4.81 and SD of 0.297 with a descriptive equivalent of very high. It is followed by performance targets and achievements with a mean of 4.80 and SD of 0.314 with a descriptive equivalent of very high.

The overall mean of 4.83 with a descriptive equivalent of very high means that the level of innovation is very much evident. This implies that the company, in terms of data management, uses to improve the data collection process. They facilitate better management of departmental needs. They improve the operational efficiency of employees in the workplace. They improve collaboration activities with other employees in the workplace. This also implies that the company, in terms of performance and achievement, helps employees incorporate quantitative targets at the planning stage. They improve employee productivity and increase flexibility. This further implies that the company leads to more formalization of communication and procedures. They enhance work in the workplace. They facilitate quality service delivery to customers. They enable better communication with the customers and other employees in service delivery, help reach out to the guests, and collaborate with other employees.

Table 2

Level of Innovation

Items	SD	Mean	Descriptive Level
Data Management	0.287	4.87	Very High
Performance Target and Achieve	0.314	4.80	Very High
Accountability	0.297	4.81	Very High
Quality of Service	0.241	4.84	Very High
Overall	**0.224**	**4.83**	**Very High**

Level of Market Orientation

Table 3 shows the data on the level of market orientation in terms of competitors' orientation, customer orientation, and inter-functional coordinator. It is indicated in the table that the overall mean is 4.81 with a standard deviation of 0.275, in a descriptive equivalent of *very* high. This means that the level of Market orientation is very much evident.

All three indicators have a descriptive equivalent of very high. The highest is customer orientation, with a mean of 4.86 and standard deviation of 0.234 with a description of very high*;* then inter-functional coordination, with a mean of 4.82 with SD 0.298 in a very high level and followed by competitor orientation, with a mean of 4.76 and SD of 0.508 with a descriptive equivalent of very high.

The overall mean of 4.81 with a descriptive equivalent of very high means that the level of market orientation is very evident. This suggests that the business reacts quickly to acts taken by competitors. They exchange details regarding the competition. The competition's advantages and disadvantages are discussed. They keep an eye on us and evaluate how dedicated we are to meeting the needs of our clients. They gauge client contentment. They recognize the role that every employee may play in valuing clients. They monitor our customers based on our many functions and interests and integrate and harmonize our business functions to serve the target markets.

Table 3

Level of Market Orientation

Items	SD	Mean	Descriptive Level
Competitor Orientation	0.508	4.762	Very High
Customer Orientation	0.234	4.858	Very High
Interfunctional Coordination	0.298	4.815	Very High
Overall	**0.275**	**4.812**	**Very High**

Significance of the Relationship Between the levels of Organizational Capacity, Innovation, and Market Orientation

Table 4 shows the significance test results on the relationship between levels of organizational capacity, innovation, and market orientation. As reflected in the Table, the overall R-value of organizational capacity is 0.600 with a p-value of 0.001. This implies the rejection of the hypothesis. This means then that there is a significant relationship between organizational capacity and market orientation. This means that organizational capacity plays a vital role in solving a company's problem in its market orientation. The coefficient of determination (r^2) for organizational capacity, which is 0.3600, means that 36.00% of the variation in market orientation could be attributed to organizational capacity. The remaining 64% is chance variation, meaning market orientation could be attributed to other factors. These include others not part of the study but might influence or affect the market orientation.

Further, the significant relationship between innovation and market orientation was also reflected in the table; the overall R-value of innovation is 0.534 with a p-value of 0.001. This implies the rejection of the hypothesis. This means there is a significant relationship between innovation and market orientation. This indicates that innovation is vital to a company's market orientation. The coefficient of determination (r^2) for innovation, which is 0.534, means that 53.4% of the variation in market orientation could be attributed to innovation. The rest of the 46.6% is chance variation, meaning market orientation could be attributed to other factors. These include others not part of the study but might influence or affect market orientation.

Table 4

Significance of the Relationship between Organizational Capacity, Innovation, and Market Orientation

Independent Variables	Dependent Variable	r-value	r^2	p-value	Decision
Organizational Capacity	Market Orientation	0.600*	0.3600	0.001	Reject Ho
Innovation		0.534*	0.2852	0.001	Reject Ho

*p<0.05

Regression Analysis between Organizational Capacity, Innovation and Market Orientation

Data shown in Table 4 is the Linear Regression Analysis of the influence of organizational capacity and market orientation. Data reveal that organizational capacity and market orientation yielded a probability value of p<0.001, which is lower than the 0.05 level of significance set in this study among the three domains: Leadership and Governance, Strategy Planning, and Culture and

Values. Strategy planning best influenced the market orientation, as shown in Table 5.1.

Table 5.1

Regression Analysis on the Domains of Organizational Capacity that Significantly Predicts Market Orientation

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(constant)	1.460	0.298		4.894	0.001	
Leadership and Governance	0.132	0.085	0.115	1.557	0.121	Do not Reject Ho
Strategy Planning	0.561	0.078	0.559*	7.221	0 .001	Reject Ho
Culture and Values	0.002	0.068	0.002	0.031	0.975	Do not Reject Ho
Dependent Variable: Market Orientation						

*p<0.01

R-value = 0.645 F-value = 52.889

R^2 = 0.416 p-value = 0.001

Data reveal that innovation and market orientation yielded a probability value of p<0.001, which is lower than the 0.05 level of significance set in this study. Among the four domains, Data management, Performance Target and Achievement, Accountability, and Quality of Service, Data management, Performance Target and Achievement Quality of Service best influenced the market orientation, as shown in Table 5.2.

Table 5.2

Regression Analysis on the Domains of Innovation that Significantly Predicts Market Orientation

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(constant)	1.609	0.349		4.607	0 .001	
Data Management	0.135	0.063	0.141*	2.150	0.033	Reject Ho
Performance Target and Achievement	0.250	0.066	0.285*	3.803	0 .001	Reject Ho
Accountability	0.025	0.069	0.027	0.365	0.715	Do not Reject Ho
Quality of Service	0.253	0.084	0.221*	3.012	0.003	Reject Ho

Dependent Variable: Market Orientation

*p-value = 0.05

R-value = 0.548 F-value = 23.858

R^2 = 0.301 p-value = 0.001

4. DISCUSSION

Organizational Capacity

The level of organizational capacity in leadership and governance, strategy planning, and culture and values is very high. This means that the level of organizational capacity is evident. This implies that the company develops a set of bylaws that outlines its primary duties and conforms with applicable state and federal legislation. They adopt a budget that aligns with their quantifiable objectives and strategic goals.

They update a set of rules governing the company in communications, fund development, finance, and human resources. Periodically, they assess the Store Manager's performance. They select employees who represent the communities we serve. While developing their strategy plan, they also sought feedback from outside stakeholders. They satisfy the requirements of our program or the organization as success criteria. They establish fundamental principles and ideals expressed in writing, widely accepted and embraced by all or most employees. They give supervisors and service staff members a chance to voice their issues or offer helpful criticism to the leadership. They welcome differences in ability, gender, sexual orientation, race, ethnicity, class, and other aspects of human identity.

According to Brookes (2018), organizational capacity is an organization's "high level of

organizational capacity" or the aspects that enable it to carry out its operations and achieve its goals. In the nonprofit sector, organizational capacity is "the array of processes, management practices, or attributes that assist an organization in expanding and enhancing its ability to fulfill its mission." The public sector's organizational capacity is the "government's ability to mobilize, cultivate, guide, and oversee its financial, human, physical, and information resources." The public sector's organizational capacity is the "government's ability to mobilize, cultivate, guide, and oversee its financial, human, physical, and information resources." A basic idea in many fields, organizational capacity refers to an organization's ability to use its resources efficiently in order to accomplish its goals. Organizational capacity in the nonprofit sector refers to procedures, management techniques, and characteristics that improve an organization's capability to carry out its mission. This ability is equally essential in the public sector, where it describes the power of the government to organize, develop, direct, and supervise its assets (Lim et al., 2021).

The underlying premise of these conceptualizations is that "capacity" affects an organization's "capacity building." The definition of "organizational capacity" is vague because it has been defined as an input, a throughput, a process, and a resource. The meaning of capacity varies depending on the situation and includes ideas such as "transformative capacity," "policy implementation capacity," and "collaborative capacity." This diversity suggests that the organizational capacity needed to accomplish these goals is often understood differently in different sectors. Furthermore, perceptions of capacity vary even within the same industry depending on the department or goal of the business. For instance, compared to smaller departments that concentrate on overseas delivery, larger domestic service delivery departments (like education) could have different objectives (Coleman, 2019).

Level of Innovation

The level of Innovation in Data Management, Performance Targets and Achievements, Accountability, and Quality of Service is very high. This means that the level of Innovation is very much evident. This implies that the company, in terms of data management, uses to improve the data collection process. They facilitate better management of departmental needs. They improve the operational efficiency of employees in the workplace. They improve collaboration activities with other employees in the workplace. This also implies that the company, in terms of performance and achievement, helps employees incorporate quantitative targets at the planning stage. They improve employee productivity and increase flexibility. This further implies that the company leads to more formalization of communication and procedures. They improve work in the workplace. They facilitate quality service delivery to customers. They facilitate better communication with the customers and other employees in service delivery, help reach out to the guests, and collaborate with other employees.

The idea of "innovation," which is complex and multidimensional and has been the focus of much research, supports this. There is no single, agreed-upon definition of innovation in the academic world. There are three main ways to understand this phrase. According to Schumpeter, innovation has a key role in advancing economic growth through the introduction of new goods, modifications to production processes, growth of markets, and creation of organizational structures that support those goals (Siauliai, 2018; Luamba et al., 2021).

As the father of innovation theory in a broader economic framework, Schumpeter saw innovation as the result of technological advancements impacting the economy. Innovation involves utilizing unique combinations of existing productive forces to address business difficulties. In the field of social innovation, it has been demonstrated how these innovations promote transparency and active engagement in socioeconomic processes, hence bringing about societal change. This emphasizes how innovation affects more than just the economy (Schumpeter, 2018; Oļesika, 2021)

Contrarily, Twiss sees innovation as a process that combines management, economics, science, and technology. With an eye on originality, it covers the full process from the conception of an idea

to its commercialization through production, exchange, and consumption. Innovation is incorporating new knowledge into processes, goods, and services. He highlights the various facets of innovation by classifying it according to its technological, market, and administrative/organizational characteristics (Afuah, 2018; Twiss, 2019).

Level of Market Orientation

The level of market orientation in terms of competitor orientation, customer orientation, and inter-functional coordination is very high. This means that the level of Market orientation is very much evident. This suggests that the business reacts quickly to acts taken by competitors. They exchange details regarding the competition. The competition's advantages and disadvantages are discussed. They keep an eye on us and evaluate how dedicated we are to meeting the needs of our clients. They gauge client contentment. They recognize the role that every employee may play in valuing clients. They monitor our customers based on our many functions and interests and integrate and harmonize our business functions to serve the target markets.

The idea of a high degree of market orientation, which stands for a company strategy focused on identifying and meeting client demands, serves as the foundation for this. When a business has a market orientation, its main objective is to develop and provide goods and services that efficiently meet customers' needs, with profitability as the ultimate goal. The success of a market-driven business depends on its capacity to identify and satisfy consumer needs and wants via its product offerings (Kirca et al., 2017).

Market orientation is a departure from previous marketing approaches, such as product orientation, which focuses on developing unique selling propositions for already-existing products. Businesses that use the market orientation strategy modify their offerings to meet customer wants rather than trying to convince clients of the value or advantages of their goods or services. According to Kohli and Jaworski (2017), a coordinated marketing collaboration between a provider and its consumers is what many marketing experts call market orientation. In order to improve innovation capability and the success of new product development, emphasize the significance of knowledge and innovation management processes. They emphasize how important it is to analyze data with programs like AMOSS and SPSS in order to spur innovation (Tekin & Akyol, 2019).

A market-oriented approach may have the disadvantage of lessening innovation. Devoting significant resources to meeting customer needs may lead to a potential oversight of potential technical breakthroughs. In contrast, product-oriented companies tend to be more inclined toward technical or scientific innovation, even though they may have a limited understanding of consumer preferences. Further explores the innovation of services, pointing it that trajectories of service innovation are heavily influenced by technology. This supports the notion that innovation encompasses services and procedures in addition to products (Mears, 2018; Gallouj, 2019).

Market orientation is more than just a singular process; it encompasses the collective mindset, values, beliefs, norms, and behaviors of organizations. It extends to the organization's systems, structures, and control mechanisms. Furthermore, offers a conceptual framework based on a knowledge-based perspective, arguing that the creation of new knowledge is the source of innovation and that this leads to the development of novel products and creative problem-solving techniques (Kirca et al., 2017; Fu, 2022).

Market-driven businesses characterize their operations as service-driven endeavors with client satisfaction as their main goal. Customer needs are the driving force behind their decision-making processes, positioning them as their central objective. In contrast, product-oriented companies emphasize their products more than the market, focusing on their own offerings. Additionally, a knowledge management strategy helps service-oriented firms become more innovative. This emphasizes how important information management is to promoting creativity in service-oriented organizations (Mears, 2018; Ronceros, 2023).

When a business adopts the market orientation approach, it attends to the demands and preferences of its customers. The majority of its decisions are grounded in data related to customer requirements rather than being driven by internal assumptions. Notably, many of today's highly successful businesses adopt a market-oriented approach, while a significant number of companies that struggled or failed placed greater importance on their products than on their customers. Customer centricity is a notion that has gained a lot of attention in the field of market orientation. Customer centricity emphasizes the significance of integrating all corporate activities with customer expectations and puts customers at the center of business strategy (Kirca et al., 2017; Sheth et al., 2020).

Significance of the Relationship Between the levels of Organizational Capacity, Innovation, and Market Orientation

Market orientation and organizational capabilities are significantly correlated. This suggests that an organization's ability to solve problems related to its market orientation largely depends on its organizational capability. Furthermore, there is a strong correlation between market orientation and innovation. This suggests that a company's market orientation is heavily reliant on innovation.

Božic and Ozretic (2015) discover a strong correlation between market orientation and innovation, which supports this. According to their research, competition and client focus are major factors that spur innovation. Olson, Slater, and Hult (2018) have also investigated the favorable correlation between market orientation and innovation, emphasizing market orientation's role in promoting innovation. They contend that customer insights play a critical role in an organization's ability to innovate, highlighting the intimate relationship between innovation and a market-oriented culture. A study by Marta et al. (2022) explores the importance of market orientation, innovation capabilities, and learning orientation in understanding consumer demands in order to better explore the relationship between market orientation and innovation in recent years. By analyzing how market orientation affects innovation capability and learning orientation two crucial elements for successfully addressing customer needs this study adds to the body of previous work.

According to Foley and Fahy (2009), the Resource-Based View supports the idea of market orientation. This point of view holds that a company can get a competitive edge by utilizing resources that are important to clients, exclusive to the company, and difficult to duplicate. There is a strong association between market orientation and the Resource-Based View's capacity for market sensing. According to Lukas and Ferrell (2000), less innovative organizations emphasize market orientation more than highly inventive firms do. According to Vorhies et al. (1999), market-oriented businesses prioritize determining and addressing consumer demands since doing so encourages the creation of new goods and services intended to address those needs. Furthermore, market orientation promotes innovation through mediating knowledge competences, as demonstrated by the Wahyuni et al. (2019) study. Through the improvement of knowledge abilities essential for promoting innovative practices, this research sheds light on how market orientation can stimulate innovation within companies.

Proactive and responsive market orientation are the two categories into which market orientation can be divided. While responsive market orientation focuses on fulfilling customers' stated wants, proactive market orientation seeks to find needs that customers may need to be made aware of. This research supports the methodology suggested by Atuahene-Gima et al. (2005) to investigate the rationale behind businesses' use of proactive and responsive market orientation strategies. Proactive market orientation, which looks for unmet customer demands, has been favorably linked to innovation by Olson et al. (2005) and Atuahene-Gima et al. (2005) (Kirca et al., 2017).

Regression Analysis between Organizational Capacity, Innovation and Market Orientation

Data reveal that among the three domains of organizational capacity are Leadership and Governance, Strategy Planning, and Culture and Values. It was strategy planning that best influenced the market orientation. Data reveal that the four domains of innovation, which are Data management, Performance Target and Achievement, Accountability, and Quality of Service, Data management, Performance Target and Achievement, and Quality of Service, best influence the market orientation.

Božic and Ozretic (2015) found that customer and competitor orientation significantly impacts innovation, which supports the idea that market orientation is significantly related to innovation. Olson, Slater, and Hult (2018) investigated the beneficial connection between innovation and market orientation. They demonstrated how market orientation affects innovation and argued that understanding clients is a key component of innovation. This demonstrates how a culture focused on the market is necessary for innovation. Furthermore, Kamarulzaman et al.'s study from 2021 shows that innovative marketing strategies are significantly correlated with all aspects of market orientation, including competitor orientation, customer orientation, and inter-functional coordination. This emphasizes the critical role that market-focused cultures play in fostering innovation.

Conclusion

The study results show that the level of organizational capacity in terms of leadership and governance, strategy planning, and culture and values is very high. The level of Innovation in Data Management, Performance Targets and Achievements, Accountability, and Quality of Service is very high. Another is the level of market orientation in terms of competitor orientation, customer orientation, and inter-functional coordination, which is very high. Both independent variables, organizational capacity, and innovation, have a significant relationship with market orientation. Finally, among the domains of organizational capacity, only strategy planning significantly influences market orientation. Hence, among the domains of innovation, three domains influence market orientation: Data management, Performance target and achievement, and Quality of Service.

Recommendations

A little over a year has passed since the very tight restrictions triggered by the COVID-19 pandemic have all but withered away, and fast-food restaurants continue to thrive and grow. The results of the researcher indicate a very high level of organizational capacity in leadership and governance, strategy planning, culture, and values. As this was a commendable achievement and suggests a strong foundation for effective operations and mission fulfillment of these stores in Davao City, the following recommendations are as follows:

First, fast food companies in Davao City must recognize that maintaining this organizational capacity and continuously improving it are ongoing processes. Regularly assess and update practices, policies, and strategies to adapt to changing and evolving trends in and around the fast food industry. The second is keeping up the investment in capacity building by giving employees opportunities for professional growth and development so they may improve their abilities and support the expansion and efficiency of the company. Finally, never stop celebrating variety in all manifestations, encompassing abilities, gender, sexual orientation, race, ethnicity, class, and other

elements of human identity. Promote a diverse and inclusive work environment that honors the distinctions that make up Filipino culture.

As for the employees, the managers and crew should continue embracing innovative practices that keep pace with current trends and practices. However, even with a high level of innovation among fast-food companies, it is essential to maintain a culture of continuous improvement. Encourage employees to identify areas for innovation and regularly assess processes and procedures to find opportunities for enhancement. Continue using data management to improve data collection and analysis, especially on new entrants and substitutes. Data-driven decision-making can lead to more effective strategies and outcomes. Companies must invest in data analytics tools and training to support this effort. Additionally, they must be equipped to adjust to shifts in the market's dynamics, technology, and external environment. Flexibility and the ability to pivot in response to new challenges are essential for sustaining a high level of innovation.

The researcher has observed a very high level of market orientation within these fast food companies in Davao City, emphasizing a strong focus on understanding and meeting customer needs and staying competitive. These companies should continue prioritizing a customer-centric approach. Regularly gather customer feedback and insights and adapt products, services, and strategies based on their changing needs and preferences. Maintain a proactive approach to competitors' orientation. Fast food companies should stay informed about competitive actions and continuously assess their strengths and weaknesses. As a result, businesses can adapt to changing market conditions and maintain their competitive advantage. They are strengthening inter-functional coordination within the organization. Ensure that different departments and functions work collaboratively to serve target markets. Encourage cross-functional teams to address complex customer challenges. Moreover, fast food companies should ensure that their values and mission are communicated to all employees. All employees should understand that the company's central objective is to satisfy customers, and their actions should reflect this commitment.

Further, fast-food restaurants must continuously improve organizational capacity and innovation in their companies since these variables significantly relate to market orientation. Hence, companies must focus on strategy planning in organizational capacity and data management, performance targets and achievement, and quality of service in innovations.

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