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From Compliance to Competitive Renewal: Adaptive Enterprise Capabilities, Human Capital, and Inclusive Enterprise Dynamism in Emerging Markets

*Editorial for Journal of Enterprise Strategy and Management Innovation (JESMI),
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Abstract

This editorial frames JESMI Vol. 1 No. 1 as an issue on adaptive enterprise capabilities in the Philippines and ASEAN, where competitiveness depends on integrating governance, digital transformation, human capital, and inclusive enterprise dynamism. Across studies on accreditation and QMS, IT infrastructure and data privacy, omnichannel disruption and value innovation, agile leadership and engagement, self-efficacy and work environment support, SME technology adoption, AI's reshaping of accounting work, investor decision behavior, women's empowerment and enterprise dynamism, ecosystem-based incubation, and macro-structural determinants of formal entry, a consistent message emerges: advantage is built through disciplined implementation, learning-oriented routines, and ethically governed innovation.

The inaugural issue of the Journal of Enterprise Strategy & Management Innovation brings together studies that are unified not by a single sector, but by a shared strategic challenge: organizations in emerging markets must compete under intensifying demands for legitimacy, digital readiness, and measurable performance. Accreditation regimes, quality standards, privacy requirements, and stakeholder expectations are tightening, even as markets become more digital, more transparent, and more volatile. In this environment, strategy cannot be treated as a detached plan; it is inseparable from the organization's capacity to execute reliably while learning and adapting quickly. This issue advances a practical synthesis: sustained advantage in the Philippines and ASEAN increasingly depends on adaptive enterprise capabilities—the ability to integrate governance, technology, and human judgment into coherent operating models that can evolve without sacrificing control.

A first cluster of papers positions governance and quality as strategic infrastructure rather than administrative overhead. “Engagement and Perceptions of Middle Managers in PhilHealth

Benchbook Accreditation: Evidence from a Tertiary Hospital Case Study” foregrounds the role of middle management in translating external compliance logic into operational routines. Accreditation performance, in this framing, is not reducible to documentation volume or ceremonial compliance. Rather, it is built through coordination, interpretive work, and managerial ownership—especially in settings where frontline realities do not neatly map onto prescriptive standards. The study implicitly treats accreditation as an organizational change process with identifiable levers—engagement, perceptions, and the credibility of the internal system that implements external requirements.

A complementary governance perspective emerges in “Localized Quality Management System Implementation and Operational Performance in a Philippine Maritime Manning Office: The Roles of Human Factors and Organizational Practices.” The maritime context sharpens the relationship between legitimacy and performance because operational errors can cascade into contractual, reputational, and safety risks. The emphasis on localization is instructive: formal QMS designs do not automatically yield operational improvements.



Performance gains materialize when systems are adapted to work conditions, reinforced through leadership attention, and stabilized through human factors—role clarity, training, feedback, and consistent practices. Read alongside the accreditation study, the broader implication is that governance regimes become strategically valuable when they function as learning systems that reduce variation, strengthen accountability, and build resilient routines.

Governance capacity is increasingly inseparable from information-system maturity and ethical data stewardship. “IT Infrastructure and Data Privacy Practices in Manufacturing Companies” reframes IT and privacy away from “support” and toward enterprise risk and competitiveness. In data-intensive operations, infrastructure reliability is part of the production system; failures translate into downtime, defects, and compromised decision cycles. Data privacy is similarly strategic: regulatory exposure and trust deficits can become binding constraints on growth. This paper therefore complements the quality cluster by showing that contemporary governance is hybrid—rooted in process discipline and increasingly mediated by digital architectures.

A second cluster centers on socio-technical adaptation under digital disruption. “Legacy Retail under Digital Disruption: Strategic Insights from National Book Store’s Omnichannel Transition in the Philippines” illustrates transformation as an integration problem rather than a replacement event. Omnichannel capability requires harmonizing inventory logic, customer experience design, marketing coordination, and organizational roles across physical and digital touchpoints. Importantly, transformation in emerging markets often occurs under resource constraints and while legacy operations continue to fund the enterprise. The strategic lesson is that legacy strength does not disappear; it must be reconfigured into a digital-capable operating model supported by governance controls and operational coherence.

Innovation also appears here as value reconstruction rather than feature accumulation. “Value Innovation Through Pre-Arrival Room Customization: A Blue Ocean Strategy Design for App-Enabled Hospitality Personalization” advances a design logic that shifts competition away from crowded dimensions by relocating value to pre-arrival personalization and orchestrated arrival experience. Yet this is not merely a marketing proposition. It implies operational demands—data capture, consent governance, service coordination, staff readiness, and reliability. The paper therefore

functions as a bridge across the issue: it demonstrates that value innovation depends simultaneously on customer experience logic, process design, and ethically governed data practices.

A third cluster makes explicit what is sometimes underemphasized in transformation narratives: adaptation is a human-capability problem as much as a technological one. “Agile Leadership and Employee Engagement Among Convenience Stores” examines agility in high-frequency service environments where small frontline decisions accumulate into performance outcomes. The underlying argument is that agility is enacted behaviorally—through leadership practices that improve decision velocity, learning, and ownership at the point of customer interaction. Within the issue’s broader frame, the study reinforces that adaptability is not simply strategic intent; it is a social system sustained by engagement, clarity, and feedback loops.

This human-capability logic is strengthened by “Self-Efficacy, Work Environment Support, and Employee Productivity in Philippine Trading Companies.” By connecting self-efficacy and work environment support to productivity outcomes, the study highlights an operationally relevant pathway: productivity is not only a function of skills and process design, but also of perceived capability and organizational support conditions that enable effective execution. In environments characterized by workload pressure and resource constraints, this matters strategically. It suggests that performance systems should not focus exclusively on targets and metrics; they must also cultivate conditions that increase employees’ belief in their capacity to deliver, supported by enabling structures—communication, collaboration norms, and managerial reinforcement. When read alongside agile leadership, a consistent implication emerges: adaptive capability is built through psychological and organizational enablers that convert intent into sustained execution.

Market-facing legitimacy and persuasion under digitization are examined in “Social Media Marketing and Enrollment Intent Among College-Bound Learners: Evidence from a Private Higher Education Institution in Region IV-A, Philippines.” Social media here is treated not merely as promotion, but as an institutional signal shaping perceived credibility, fit, and future opportunity. Prospective students infer organizational quality and culture through digital presence and interactions. Strategically, the study underscores that attention and trust are increasingly produced in digital

environments, and that reputational capital depends on alignment between messaging and actual service capacity.

Technology adoption under constraint is addressed directly in “Perceptions of Accounting Software among SMEs in Calamba City, Philippines: A Technology-Organization-Environment (TOE) Framework.” The TOE lens clarifies why adoption is uneven: it is shaped by technical fit and usability, organizational readiness (skills, leadership support, internal controls), and environmental pressures (regulation and competitive norms). This shifts managerial attention from a simplistic “adopt versus not adopt” view to a capability question: what combination of conditions converts adoption into sustained organizational competence?

Work transformation is further extended in “Artificial Intelligence as Disruptive Technology in Accounting: A Qualitative Study of Practitioner Perceptions on Automation, Judgment, and Decision Support.” Practitioner accounts complicate polarized narratives of AI as either replacement threat or frictionless efficiency. The locus of disruption is role redesign: automation reduces repetitive work while raising the importance of judgment, exception handling, interpretive skepticism, and accountability for decisions. Strategically, the paper highlights a governance imperative: organizations must not only deploy tools but also redesign workflows, upskill professionals, and implement controls to ensure that decision support does not erode responsibility.

Two additional papers connect enterprise outcomes to individual behavior and macro-structural conditions. “Predictors of Investment Decision among Selected Individuals in Key Cities of Laguna: An Extended Theory of Planned Behavior Approach” models investment as behavior shaped by attitudes, subjective norms, and perceived control. This implies that market participation depends not only on returns and information, but also on confidence, social influence, and perceived feasibility. Complementing this, “Macroeconomic and Structural Determinants of Formal Business Entry in ASEAN: Evidence from a Linear Mixed-Effects Model Using World Development Indicators” situates enterprise formation within macro stability, institutional quality, and structural conditions that influence the attractiveness of formalization. Together, these studies connect micro-level agency to macro-level constraint, reinforcing a central premise of the issue: enterprise strategy operates within layered systems of belief, policy, and opportunity.

In the same macro-developmental vein, “Women’s Empowerment and Enterprise

Dynamism in the Philippines: A WDI-Based Index and Time-Series Evidence (2006–2022)” expands the issue’s theme toward inclusion and long-run capacity building. By operationalizing empowerment as a measurable index and relating it to enterprise dynamism over time, the study frames inclusion not as an ethical add-on but as a potential structural driver of economic vitality. The strategic implication is twofold. First, empowerment can be conceptualized as a form of national and organizational capability—expanding labor participation quality, autonomy, and institutional inclusion in ways that may shape entry and growth. Second, it invites managers and policymakers to view inclusive development as compatible with—indeed potentially supportive of—enterprise dynamism, while also recognizing that the causal pathways must be specified and empirically tested with care.

Finally, “Entrepreneurial Ecosystem and Skills: Inputs to a Business Incubation Plan” completes the capability arc by focusing on ecosystem design. Incubation is framed as a structured process for building entrepreneurial competence, networks, and strategic discipline—rather than as space provision or funding access alone. This is particularly relevant in emerging-market contexts where mentorship, university linkages, and local partnerships materially affect survival and scaling. The practical value of the paper lies in its planning orientation: it translates ecosystem rhetoric into an implementable skills-and-support architecture.

Across these fourteen contributions, three integrative insights stand out. First, compliance domains—accreditation, QMS, privacy—should be treated as arenas of capability development. When implemented through engaged managerial layers and learning-oriented routines, governance becomes a source of reliability and legitimacy that supports competitive positioning. Second, digital transformation is best understood as socio-technical reconfiguration. Technology matters, but decisive variables include process redesign, role clarity, workforce readiness, and governance controls that stabilize new routines. Third, performance depends on human judgment and enabling conditions: leadership agility, engagement, self-efficacy, and supportive work environments are not “soft” concerns but operational levers with measurable consequences.

As a maiden issue, JESMI signals an editorial commitment to scholarship that clarifies mechanisms (how and why practices work), boundary conditions (when they work and when they do not), and implementation pathways (what organizations must build or change to achieve results). The Philippines and ASEAN are



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analytically valuable precisely because they reveal the intersection of institutional pressure, resource constraint, and rapid digital change—conditions that demand disciplined innovation. JESMI welcomes empirical studies, comparative cases, design science, and rigorous conceptual work that connects strategy to implementation while remaining attentive to ethics, accountability, and inclusive development. The practical ambition is cumulative: to build an evidence base on adaptive enterprise capabilities that managers, scholars, and policymakers can use to make decisions that are both competitive and responsible.

— Editorial Board, *Journal of Enterprise Strategy and Management Innovation (JESMI)*

(Dr. R. George Atento, Editor-in-Chief)