Misamis University
Ozamiz City

Convenience Store Owners' Managerial Skills, Leadership Role, and Business Performance in Ozamiz City

A Thesis Presented to
the Faculty of the College of Business and Management
Misamis University
Ozamiz City

In Partial Fulfillment of
the Requirements of the Degree
Bachelor of Science in Management Accounting

By:

BLESSEL JANE M. CEDEÑO
ANGELIE T. PATEÑO
KIMBERLY ANN P. PATEÑO
JOHN ROVIC C. ROSE

November 2024

TABLE OF CONTENTS

TITLE PAGE		i
TABLE OF CONTENTS		ii
APPROVAL SHEET		iv
ACKNOWLEDMENT		v
ABSTRACT		vii
Chapter		
1	**INTRODUCTION**	
	Rationale of the Study	1
	Theoretical Framework	5
	Conceptual Framework	10
	Schematic Diagram	15
	Statement of the Problem	16
2	**RESEARCH METHODOLOGY**	
	Design	17
	Settings	17
	Respondents	18
	Instruments	18
	Data Collection	20
	Ethical Considerations	20
	Data Analysis	21
3	**RESULTS AND DISCUSSION**	
	Level of Convenience store owners managerial skills	22
	Level of Convenience store owners leadership roles	26
	Level of Convenience store owners business performance	29
	Significant relationship between Convenience store owners' managerial skills and business performance	32
	Significant relationship between convenience store owners' leadership roles and business performance	36
	Predictors of business performance	39

4 SUMMARY, FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Summary 44

Findings 44

Conclusions 45

Recommendations 46

REFERENCES 47

APPENDICES

Appendix A - Managerial Skills Questionnaires . 55

Appendix B - Leadership Role Questionnaires . 57

Appendix C - Business Performance Questionnaires . 58

Appendix D – Informed Consent . . . 59

Appendix E – Approved Letter of Consent . . 63

Appendix F – Documentation 64

Appendix G – Statistical Computation . . 66

Appendix H – Grammarly Report and Turnitin Results 71

CURRICULUM VITAE 73

APPROVAL SHEET

This thesis entitled, "**CONVENIENCE STORE OWNERS' MANAGERIAL SKILLS, LEADERSHIP ROLE, AND BUSINESS PERFORMANCE IN OZAMIZ CITY**" prepared and submitted by **BLESSEL JANE M. CEDEÑO, ANGELIE T. PATEÑO, KIMBERLY ANN P. PATEÑO,** and **JOHN ROVIC C. ROSE** in partial fulfillment of the requirements for the degree of **Bachelor of Science in Management Accounting**, has been examined and is recommended for acceptance for Oral Examination.

RENZITELO ALF P. CARRIO, DM
Adviser

GILDA L. ILUSORIO, DM
Chairman

JOSEPH GLENN LAPUT, Ma-Econ
Member

MR. ARNIEL M. ELMEDULAN JR., MBA
Member

Accepted and approved in partial fulfillment of the requirements for the degree of **Bachelor of Science in Management Accounting.**

Date of Thesis Proposal: June 10, 2024
Date of Oral Defense: November 9, 2024

DR. EFREN J. BARILLO, CPA
Dean, College of Business and Management

Date: *November 2024*

Acknowledgments

This study would not have been successful without the help and advice of numerous people. The following individuals deserve the researchers' deepest gratitude and appreciation for helping to make this research possible:

First and foremost, they expressed gratitude to the **Almighty God** for providing them with the knowledge, courage, and direction necessary to finish this study. By His grace, they were able to finish this study and find the clarity and perseverance to face obstacles.

Thank you to **Dr. Efren J. Barillo**, the Dean of the College of Business and Management, for his unwavering encouragement and support during the conduct of this research. His initiative and readiness to supply the required tools and chances enabled this research to be possible.

To **Dr. Renzitelo Alf P. Carpio,** the researchers' thesis adviser, for lending his time, knowledge, and experience. His direction, helpful criticism, and unceasing support enabled them to enhance their work at every stage.

The researchers appreciate the invaluable assistance and knowledge provided by **Mr. Joseph Glenn Laput, Dr. Gilda L. Ilusorio, and Mr. Arniel Elmedulan Jr.** during this study—their intelligent remarks, recommendations, and willingness to share their expertise shaped and improved this research.

The researchers extend their gratitude to the **convenience store owners** who kindly gave them their time and provided them with truthful answers to their inquiries.

They could not have conducted this research without their assistance, and they appreciate their support and willingness to express their opinions.

Finally, the researchers would like to express their sincere gratitude to their **family and friends** for their unwavering support, both financially and emotionally, in ensuring the success of this study.

ABSTRACT

The business enterprise, comprising convenience stores, requires multiple shifts for operational functionality. The research investigated the substantial correlation between the managerial skills of convenience store owners and their leadership roles concerning business performance. This study applied a descriptive-correlational design. One hundred twenty-two convenience store owners were selected using convenience sampling methods. The study was conducted at Ozamiz City. Management skills, leadership roles, and business performance were assessed using questionnaires as data collection methods. Data analysis used were Mean, Standard Deviation, Spearman's Rho Correlation Coefficient, and Multivariate Regression Analysis. The findings indicate that the proficiency in managerial skills and leadership roles among convenience store owners is exceptionally high, with technical capabilities also being elevated. The findings indicated a positive correlation between managerial skills and business performance, as well as between leadership roles and business performance. The research revealed four key predictors for business performance: managerial skills, leadership roles, decision-making abilities, and sales and marketing operations. Consequently, convenience store owners possess a strong understanding of managing a business efficiently and successfully throughout time despite encountering various problems. Convenience store owners are advised to improve their managerial competencies via training programs, implement transformational leadership methodologies, and establish a framework for monitoring their actions, employee performance, and business processes to ensure long-term success. Future research could investigate the qualitative dimensions of management practices in greater depth. Thus, convenience store owners have a good grasp on running a business efficiently and effectively in the long run despite facing numerous challenges along the way. It is recommended that convenience store owners enhance their managerial skills through training programs, adopt transformational leadership practices, and set up a framework for monitoring their actions, employees' actions, and their business processes for long-term success, while future studies could explore deeper qualitative aspects of management practices.

Keywords: *business performance, convenience store owners, decision-making skills, leadership role, managerial skills*

Chapter 1

Rationale of the Study

The enterprise requires various skills, including the willingness to sacrifice financial resources and time during its operationalization (Gano-An & Gempes, 2020). In the expanding economy of the Philippines, convenience stores serve as significant economic contributors, offering consumers rapid access to consumable goods and services in strategically located retail outlets. Convenience store owners are at the forefront of this dynamic and challenging industry. Ownership is essential for the emergence and existence of any enterprise (Foss et al., 2021). The role of ownership influences the incentives of individuals involved in value creation (Foss et al., 2020). Business owners develop their strategies according to their desires, intentions, and expectations, which are closely linked to their intrinsic values (Wahl, 2017). Business success is contingent upon managerial skills, leadership roles, and overall business performance.

The success of convenience stores is significantly influenced by the managerial skills and leadership capabilities of their owners. Effective management and strong leadership are essential factors that significantly impact the overall business performance of convenience stores. Efficient resource allocation, addressing challenges, and capitalizing on opportunities. Management skills are crucial for business sustainability, as they encompass the planning and implementation of resource utilization to achieve objectives while fostering a collaborative work environment (Chowdhary, 2018). Additionally, technical skills are pertinent as they encompass the abilities and knowledge required to employ various techniques to accomplish objectives. Individuals aim to enhance their innovation and creativity to

obtain new perspectives on the world and propose improvements (Gomez, 2021). The leadership of entrepreneurs is crucial for the success of entrepreneurial ventures, particularly through creative and innovative approaches to sustainability. This phenomenon is visible in emerging countries such as Japan, China, Thailand, Singapore, and the Philippines (Wales et al., 2021, as cited in Carpio, 2023). A competent leader possesses a clear, measurable, directed, and realistic vision and mission (Putra et al., 2018), demonstrating intrapersonal roles that highlight traits such as self-assurance, resolution, and resilience. Interpersonal roles require skills such as networking, communication, and relationship-building, which can enhance effective leadership (Kuyatt, 2021; Sun et al., 2021).

Enterprise leaders can effectively manage and lead organizations only by thoroughly acquiring knowledge of their respective business fields. Carpio (2023) asserts that owners possessing leadership skills manage their businesses through their personnel, thereby improving overall business performance. Furthermore, employee satisfaction was affected by employee communication and how rewards were provided (Al Kurdi et al., 2020). Furthermore, owners possessing strong managerial skills enhance business performance, thereby increasing competitiveness and fostering opportunities for growth and innovation (Carpio, 2023).

Most studies on business performance focus on quantifiable financial factors, such as revenue, profit, and growth rate. Recently, several authors have incorporated nonfinancial measurements, such as innovation capability, customer and employee satisfaction, and the competitive position of the enterprise (Thi et al., 2023). Alasadi and Abderahim (2007) contend that business performance evaluation should focus on owner/manager satisfaction concerning profit and revenue target setting, in addition to business development. The study by Truong and Nguyen (2010) conducted in Vietnam

concluded that managerial and entrepreneurial-related factors were significant. Phuoc and Vo (2019) identified six influencing factors following their study in Ben Tre province.

Achieving effective work performance is essential for success, as businesses aim to meet their objectives and maintain a competitive advantage in the market (Jalalkamali et al., 2016). In recent years, enhancing employee satisfaction has emerged as a central objective for corporations. Organizations must ensure that employees experience satisfaction and a strong sense of identification with the firm to achieve high levels of quality in both products and customer service. Staff satisfaction contributes to customer fulfillment, which in turn results in stakeholder satisfaction (Hoque, 2024). In the United States, the primary determinant of job satisfaction is the level of respect received from employers (SHRM, 2016). Subsequently, financial aspects of employment, including salary and benefits, alignment with company culture, feelings of appreciation, and the degree of connection among employees, management, and the organization, are examined. Consumers are recognized as the driving force behind a business due to their willingness to spend money; however, a business cannot operate independently without the management provided by its employees. When employees lack respect and proper treatment, they are inclined to perform only the minimum required to retain their positions, resulting in subpar or average outcomes. Business success depends not only on consumer purchasing power and product quality but also on the treatment of individuals who contribute to the business's vitality.

The researchers, as students of management accounting, seek to provide insights to convenience store owners, educators, and entrepreneurs by examining the influence of managerial skills and leadership roles on the success of micro businesses.

The results have the potential to emphasize the importance of appropriate leadership roles and managerial skills, which could have a long-term impact on the business's performance, resulting in attainable success, growth, and sustainability. The empirical evidence presented in this study is advantageous to entrepreneurs who are passionate about their business, as it will equip them with strategic perception and practical knowledge that are essential for overcoming the inevitable competition.

The prior research contains an empirical gap. The prior literature lacks the basis of rigorous research. In the context of convenience store owners, certain managerial skills and leadership roles that have yet to be explored are significant and require further investigation.

It is crucial to conduct an empirical investigation into these issues, as convenience stores are pertinent to the basic needs of the residents of a neighborhood and have a significant impact on the economic scale of a municipality. Additionally, qualitative research has been the primary emphasis of prior studies on the success of small and medium-sized enterprises (SMEs). To date, no study has explicitly attempted to empirically evaluate the success of a convenience store based on the perceived management skills and leadership roles of the convenience store owners. The success of enterprises, particularly convenience stores in Ozamiz City, Philippines, has been the subject of very little empirical research (Miles, 2017).

The recent study has the potential to make substantial contributions in a variety of fields by analyzing the factors that contribute to successful small business operations in the area, thereby providing valuable insights into local economic development. By identifying critical managerial skills and leadership qualities, the study has the potential to improve our knowledge of entrepreneurship and small business

management, notably in the retail sector. The research has the potential to enhance the field of leadership studies by investigating how leadership is demonstrated in owner-operated enterprises. In addition, it has the potential to influence business education curricula and local government policies that are designed to assist small enterprises by providing novel methods for evaluating business performance in specific contexts. The study could also contribute to regional economic studies by concentrating on Ozamiz City, thereby establishing a model for similar research in other locations to continue to meet the needs of a developing economy.

Theoretical Framework

This study was anchored on four theories, namely Entrepreneurial Leadership Theory by (Renko et al., 2017), Resource-Based View (RBV) theory by (Wernerfelt, 1984), Contingency Theory by (Fiedler, 1967), and Kaizen (Imai, 1986).

In the study of Renko et al. (2017), the Entrepreneurial Leadership Theory proves that the managerial behavior of a leader has an impact on the group members' performance, especially in accomplishing organizational goals that are acquainted with potential entrepreneurial opportunities. This claim was supported by studies from Howorth and Robinson (2020), which highlight the importance of entrepreneurial leadership in protecting and nurturing the wealth of the firm in order to attain and sustain business success. Moreover, it was the entrepreneurial leaders who seized innovativeness by utilizing effective and efficient resources and piercing their ideas into business opportunities (Fries et al., 2021; Howorth & Robinson, 2020).

Furthermore, entrepreneurs' leadership abilities, such as effective communication, networking, and relationship-building skills, are significant in building and maintaining relationships with clients, suppliers, and other stakeholders, which

eventually lead to organizational success (Kuratko et al., 2021; Sariwulan et al., 2020). Other than that, entrepreneurial leaders must possess strong intrapersonal traits like self-assurance, tenacity, and resilience, as these traits are relevant when facing difficulties and uncertainties throughout business life (Imran & Aldaas, 2020). Embodying these character traits could lead to attainable business growth and innovation and even foster a positive organizational culture, which enhances competitiveness and drives business success (Alton, 2019; Sawaean & Ali, 2020; Chen et al., 2021; Bagheri, 2020).

Business owners who possess excellent leadership abilities are good drivers when it comes to maneuvering challenges while becoming adaptive to inevitable market changes and upholding success for their businesses (Carpio, 2022). Some of the existing studies highlight that business owners excel in some areas of entrepreneurial leadership—by providing vision, being innovative, risk-taking, and decision-making attributes are forces of the organization to enhance the overall performance of the business. Relatively, both interpersonal and intrapersonal aspects of entrepreneurial leadership profess a link to business performance in expansion, profitability, and innovation (Azeem et al., 2021; Sawaean & Ali, 2020). When business owners possess a strong foundation of entrepreneurial leadership skills, their business performance is better since these skills equip them to navigate solutions for business challenges and uphold responsibilities in managing the business (Carpio, 2023). The theory supplemented by this study provided a substantial framework for realizing sound decisions on their convenience store owners' leadership skills, strengthening their business strategies, delivering better outcomes for their customers, and ultimately sustaining their business in a dynamic environment.

Meanwhile, the Resource-Based View (RBV) theory focuses on the tangible and intangible resources of an enterprise, which are claimed to be the key to the excellent performance of the business. According to this theory, every enterprise acquires resources

that lead the business to a higher competitive state, which enables the firm to achieve long-term goals and foster business growth (Pauceanu et al., 2021). The main focus of this theory provided a more practical utilization of internal opportunities rather than acquiring new skills externally. Additionally, RBV theory highlights the internal resources and capabilities of the business in order to determine the level of competitive advancement and performance of the ongoing business. Relatively, the theory purports that firms should rely more on internal resources instead of external resources to become more competitive since these resources could be determinants of a firm's competitiveness level (Pauceanu et al., 2021).

According to Crook et al.'s study (2008), more than thousands of businesses can prove that RBV is utilized along with strategies and operations, which directly affect organizational performance. Therefore, the resource-based view theory has been the foundation of business analysis, as it focuses on resource management as capable of sustaining competitive advantage (Barney et al., 2011).

The resource-based view theory suggests that convenience store owners' managerial skills, leadership roles, and business success can be attributed to resources and capabilities. When effectively acquired, developed, and leveraged, these enable convenience store owners to create and sustain competitive advantages, fostering the long-term success of the business and their vital role in the economic fabric of their communities.

However, contingency theory asserts that for a leader to be effective, their leadership style must be tailored to different situations. A leader's adaptability is essential for success, as it involves understanding how interconnected elements within a system might change and impact each other's performance. In the study of Gordon (2022),

contingency management theory encouraged individuals to think about their behaviors and act certainly under certain conditions.

Moreover, cited in the study of Carpio (2023), the contingency approach has a connection to managerial skills since these abilities were measured by establishing goals, allocating resources, communication skills, measuring performance, and self-control. Hence, contingency theory divides them into internal and external groups. Some pieces from the study of Hanisch and Wald (2012) purport that the concept of this theory is centered on the notion that the best method of action depends on both internal and external circumstances, whereas claiming that there is not a single best way to arrange things, that one situation might not function well in another. Moreover, most business owners take contingency management as a shield when it comes to uncertainties and implement countermeasures to prevent incidents or limit their impact (Nordmeyer, 2018, as cited in Carpio, 2023).

According to Carpio's study (2023), factors contribute to the effectiveness of managerial skills. Business owners who are more adaptive and flexible are more advantageous than their competitors in a dynamic business environment. In contrast, a more structured and directive management style may be effective in a stable and structured industry.

The contingency theory is significant in this study since it suggests that convenience store owners' managerial skills, leadership roles, and business performance are contingent upon their ability to analyze and respond to the unique internal and external factors they face. By adopting a flexible and situational approach, these business owners are more efficient in navigating the twists and struggles existing in the local

environments, building strong relationships with their communities, and ultimately achieving long-term business success.

Last on the list is the Kaizen methodology, "kaizen means a continuous improvement that involves everyone, both managers and employees." In Berger's (1997) literature, kaizen is the knowledge practiced by management that aims to satisfy the customer's needs as the company continues its existence and generates income. This theory emphasizes the framework of an organization through its processes and enhancement. However, it does completely focus on massive reorganizational change (Skrzypek, 2010: 18–21). In this vein, the most significant factor, according to this philosophy, is the people in the firm (RosakSzyrocka, 2017).

According to the study of Firman and Ilyas (2021), kaizen is a system of continuous improvement for leadership, work culture, job security, technology, productivity, and quality in manufacturing processes. Kaizen's strategies to do this include modifying staff work practices to make them more effective, productive, safe, and less taxing, fixing equipment, and enhancing processes. This methodology is important in running a business because it focuses on the employees' performance and the improvement of the company and the people within it.

Kaizen methodology is significant in this study because it allows the researchers to identify the importance of employees' performance in achieving company goals. Employees are a business's most important asset, and handling them would contribute largely to the business's performance. In this vein, this method should provide not only a structure for the study but also significant knowledge to the end users.

Conceptual Framework

In the ever-changing business world, convenience stores encounter numerous obstacles in sustaining their business, including intense market competition, changing consumer preferences, technological advancements, and economic uncertainties. The success of convenience stores is heavily impacted by several elements, like the capabilities of their owners and managers. This research examines the significant relationship between managerial skills and leadership roles of a convenience store owner as the independent variables and business performance as the dependent variable among convenience stores in Ozamiz City.

Managerial skills refer to the specific attributes and abilities that enable executives to fulfill organizational tasks effectively. In comparison, leadership roles constitute the set of responsibilities and actions undertaken by individuals to provide guidance and direction to their organization. Lastly, business performance, the dependent variable, represents the organization's ability to attain its predetermined objectives using a criterion set that includes completeness, accuracy, execution time, and cost.

A previous study has proven a significant relationship between the following variables. The results of the Ahmad & Ahmad (2021) study confirm that managerial skills are a valuable organizational asset that aids in the creation of plans for the firm's stability. Agbim (2013) mentioned in his study that in order to function more effectively and efficiently, managers must possess management abilities. Additionally, another study discovered that in order for their firms to succeed, the decisions they made had to consider the evolving demands of high-tech industries. Risk-taking, concentration, personal engagement in the day-to-day operations of the business, creativity, energy renewal (innovation), comprehension (insight), and business impulse (intuition) were also

flexible. Strong and multiple managerial skills enable businesses to use their capital effectively, incurring little expenses and promoting financial growth (Shaikh et al., 2017). These skills are critical to the business' competitiveness and strategic development. (Olawale et al, 2015). Business owners should have good operational skills in sales and marketing, according to the significance of marketing capabilities. Therefore, the primary element in enhancing business performance is managerial skills as organizational resources (Carpio, 2023).

Meanwhile, Ibrahim and Daniel's (2019) study concluded that any organization's ability to survive depends on how well its leaders influence its workforce. The management role that deals with the ongoing pursuit of the most effective means of influencing subordinates to achieve objectives and goals within the ongoing process of allocating resources, including personnel, funds, and materials, is known as leadership within an organization. Leadership is, therefore, essential for both business excellence and employee performance. According to a study conducted on SMEs in Malaysia, different leadership styles may affect business performance (Aziz et al., 2013). Managerial skills are the ability to effectively manage a team or oversee projects. This study focuses on sales and marketing operations, technical skills, time management skills, and decision-making skills, which are essential for handling the challenges in business management (Carpio, 2023). Leadership Role involves establishing a clear objective, inspiring and empowering people, making difficult choices, and taking responsibility for guiding a team or organization towards success, including intrapersonal and interpersonal leadership. Business performance is the organization's ability to attain its predetermined objectives using a set of criteria, including completeness, accuracy, execution time, and cost. In this study, business performance will focus on financial performance and business growth.

Managerial Skills can be defined as the qualities or abilities that an executive needs to have in order to carry out specific duties in an organization. Among these include the ability to carry out executive responsibilities inside an organization while avoiding crises and swiftly resolving issues as they arise (Carpio, 2023). This study encapsulates four sub-constructs, namely sales and marketing operations, technical skills, time management skills, and decision-making skills. Businesses may expand and become more sustainable with the support of sales and marketing operations, which ensures that the more established the company is, the more efficient it is (Anderson et al., 2018).

Sales and marketing operations work "behind the scenes" to help their teams become more efficient and productive and hit the desired revenue goals. Technical skills, on the other hand, are characterized as the knowledge of or competence in particular tasks that call for the use of particular instruments, techniques, protocols, and processes. Using software, production tools, and equipment is one of these skills, along with the proficiency needed to boost sales and advertise products and services (Krakoff, 2019). Furthermore, technical skills are also crucial for entrepreneurs since they can improve their business performance and endeavors (Sawaean & Ali, 2020).

Time Management is crucial for productivity, success, and the capacity to distinguish between critical tasks. The initial step in time management is to analyze how you can decide what changes you want to make (Susan, 2012), which implies that managing business also means managing time (Adebisi, 2013). Decision-making skills are a cognitive process that arises from a complex consultation process that involves evaluating unknown and possible outcomes (Müller et al., 2009). Generally, the primary element influencing all entrepreneurship-related activities, goals, direction, and performance is decision-making (ARDAKANI, 2013). Furthermore, the degree of

success, priority, and favorable impact on business performance is determined by the innovativeness of the decision (Danai et al., 2018).

Leadership Roles refer to the set of responsibilities and actions undertaken by an individual to provide guidance, direction, and inspiration to a group or organization in pursuit of common goals. Effective leadership requires leveraging interpersonal skills, problem-solving abilities, and sound judgment to empower and develop team members to maximize their potential. Intrapersonal Leadership is a skills-based leadership that represents a forward-looking approach acknowledging each individual's potential for growth and development. Interpersonal leadership is the ability to motivate and inspire people to put out their best effort in pursuit of a common objective. Another name for interpersonal skills is "soft skills." Through role modeling, inspiration, and empowerment, interpersonal leaders bring out the best in others (Poulsen, 2021).

Business Performance, as described by CPMN (1999), is a set of related financial and nonfinancial indicators intended to give managers crucial knowledge about the state of the company today and its prospects for future growth. According to Thuy et al. (2023), business performance is the category that shows how well a company uses its material and people resources to meet its goals. Business growth is the process by which a firm expands by increasing its revenue, customer base, market share, or output. In every country, business growth has been found to be a major factor in the creation of income, jobs, and economic growth (Davidsson et al., 2010; Bosma et al., 2000). Additionally, growth is a crucial indicator of a business's success (Ngek et al., 2012). Financial Performance is a thorough assessment of a business's total position in relation to factors including assets, liabilities, equity, expenses, revenue, and overall profitability. A business's potential effectiveness and financial performance can be measured using a variety of business-related formulas that enable users to integrate factors like a company's

efficiency and effectiveness in achieving goals (Suhadak et al., 2019) and in using resources (Egbunike & Okerekeoti, 2018; Maharani & Soewarno, 2018). Therefore, a business's ability to attract and generate returns for investors (Al-Sa'eed, 2018) and create economic value (Orozco et al., 2018) is reflected in its financial performance.

These variables will be the researchers' framework for uncovering the effectiveness of managerial skills, leadership roles, and business performance in the various convenience stores in Ozamiz City. As the correlational relationship of these variables has already been proved by prior studies, it shall provide the backbone of the structure and showcase its significant approach to the study.

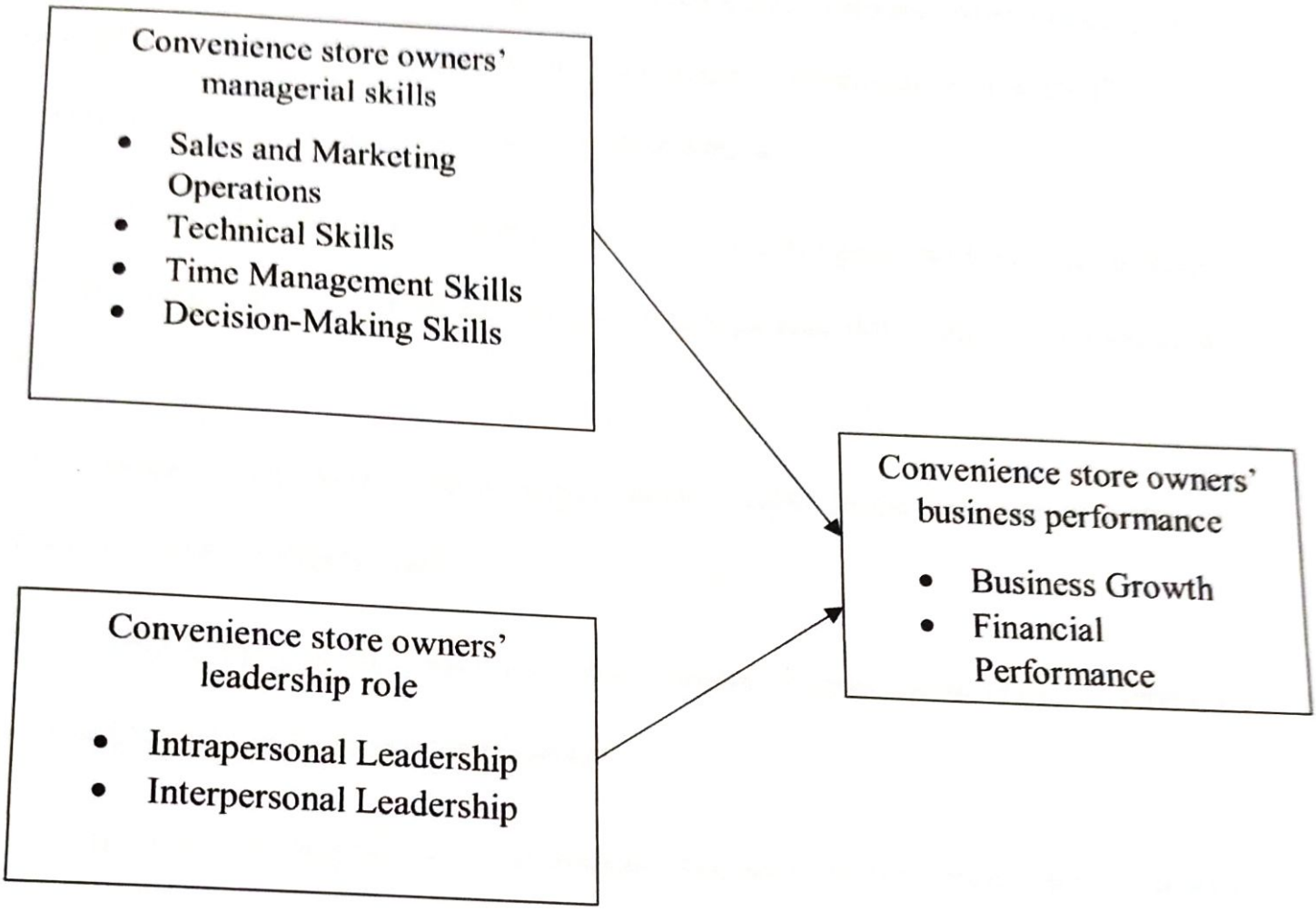


Figure 1: Schematic Diagram of the Study

Statement of the Problem

This study examined the significant relationship between convenience store owners' managerial skills, leadership roles and business performance. Specifically, this study sought to answer the following research questions:

1. What is the level of convenience store owners' managerial skills in terms of sales and marketing operation, technical skills, time management skills, and decision-making skills?

2. What is the level of convenience store owners' leadership role in terms of intrapersonal and interpersonal?

3. What is the level of convenience store owners' business performance in terms of business growth and financial performance?

4. Is there a significant relationship between convenience store owners' management skills and business performance?

5. Is there a significant relationship between convenience store owners' leadership roles and business performance?

6. What is the significant predictor of business performance?

Null Hypotheses

Ho1: There is no significant relationship between convenience store owners' management skills and business success.

Ho2: There is no significant relationship between convenience store owners' leadership roles and business success.

Ho3: There is no significant predictor of business performance.

Chapter 2

RESEARCH METHODOLOGY

Design

The descriptive-correlational design was integrated into the quantitative research approach. The descriptive method is a process that involves the collection, analysis, classification, and tabulation of data regarding prevalent phenomena, practices, beliefs, processes, trends, and cause-and-effect relationships. The data is then interpreted appropriately, either with or without the assistance of statistical methods (Fuertes et al., 2020). This design was intended to characterize the relationship between two or more variables without any intervention or manipulation from the researcher. The process entails the collection of data on the variables of interest and the analysis of the strength and direction of the relationship between them using statistical techniques. This design was suitable for the study, as it investigated the substantial correlation between managerial skills, leadership roles, and business success of convenience store owners.

Setting

The study was conducted in Ozamiz City, Misamis Occidental. The researchers selected the convenience stores located within the metropolis. The location was chosen as the study setting due to the increasing number of convenience stores in the area and the fact that the majority of the researchers reside in the city, which serves as their means of contributing to the community. Furthermore, the absence of prior research on the managerial skills, leadership positions, and business performance of convenience store owners in Ozamiz was observed.

Respondents

Through convenience sampling, one hundred twenty-two (122) respondents were selected. The large population and schedule constraints required the implementation of this technique. The respondents were evaluated based on the following criteria: (1) Must be the actual owner of the convenience store rather than an employee or family member who is managing it; (2) Must have operated the store for a minimum of one year to ensure they have sufficient experience; (3) The convenience store must have a staff of fewer than ten; (4) Must have provided informed consent to participate in the study. Nevertheless, respondents who did not satisfy the subsequent criteria were excluded from the study. Furthermore, the sample size is determined by the standard quantitative study set, which is 120. However, the researchers have surpassed the number of respondents by two after conducting the study in distinct locations.

Instruments

The following instruments were used to gather data from the respondents.

A. *Managerial Skills Questionnaire.* This four-point Likert scale questionnaire was adapted and modified from Carpio (2023) (see Appendix A). It consists of four constructs: Sales and Marketing Operations, Technical Skills, Time Management Skills, and Decision-Making Skills. It includes 20 statements.

In determining the level of Managerial Skills among sari-sari store owners, the following scale was used:

Responses	Continuum	Interpretation
4- Strongly Agree (SA)	3.25-4.0	Very High (VH)
3-Agree (A)	2.50-3.24	High (H)
2-Disagree (D)	1.75-2.49	Low (L)
1-Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

B. Leadership Role Questionnaire. This four-point Likert scale questionnaire was adapted and modified from Madanchian and Taherdoost (2019) (see Appendix B). It consists of two constructs: Intrapersonal Roles and Interpersonal Roles. It includes 10 statements.

In determining the level of Leadership Role among sari-sari store owners, the following scale was used:

Responses	Continuum	Interpretation
4- Strongly Agree (SA)	3.25-4.0	Very High (VH)
3-Agree (A)	2.50-3.24	High (H)
2-Disagree (D)	1.75-2.49	Low (L)
1-Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

C. Business Performance Questionnaire. Garg, Joubert, and Pellisier (2004) adapted and modified this four-point Likert scale questionnaire (see Appendix C). It consists of two constructs, Business Growth, and Financial Performance, and it includes 10 statements.

In determining the level of Business Success among sari-sari stores, the following scale was used:

Responses	Continuum	Interpretation
4- Very High (VH)	3.25-4.0	Very High (VH)
3- High (H)	2.50-3.24	High (H)
2- Low (L)	1.75-2.49	Low (L)
1- Very Low (VL)	1.0-1.74	Very Low (VL)

Data Collection

The researchers obtained permission from the DeanDean of the College of Business and Management before conducting the study, which the research adviser granted. The researcher prepared a consent form for the respondents and disclosed the significance of the study after obtaining all necessary approvals. The researcher directly engaged with each respondent while administering the survey questionnaires in person. The instruments that had been completed were gathered, tabulated, and analyzed.

Ethical Considerations

The College Dean's approval was obtained prior to the commencement of the study. To guarantee ethical conduct, the researchers implemented ethical protocols during the data collection process. The respondents were advised that they would not be subjected to any adverse consequences. First and foremost, the respondents' dignity was to be honored. Measures were taken to ensure the confidentiality of the study data, the anonymity of the research respondents, and the security of the respondents' information.

Additionally, the investigation did not engage in any form of deception or exaggeration in relation to its objectives. There was no misinterpretation of the findings or misleading information, as all communication regarding the research was honest and transparent. The researcher requested that participants sign a consent form as proof of

their voluntary participation, with the assurance that the research data would be accessible exclusively to the researchers. The respondents were advised that they were free to disengage from the study at any time. Furthermore, they were guaranteed that the research data would be disposed of six months after the thesis committee received the findings.

Data Analysis

The data was analyzed using the following statistical tools:

Mean and Standard Deviation: The purpose of these tools was to assess the managerial skills, leadership roles, and business performance of convenience store owners in Misamis Occidental.

Spearman's rho Correlation Coefficient: The purpose of this tool was to ascertain the degree of correlation between managerial skills, leadership roles, and business performance.

Multivariate Regression Analysis: The purpose of this tool was to identify the most significant predictors of business success.

Chapter 3

RESULTS AND DISCUSSION

Level of Managerial Skills of Convenience Store Owners

Table 1 illustrates the level of managerial skills among convenience store owners. The construct with the highest result is sales and marketing (M=3.308; S=.6231). The next constructs in line are technical skills (M=3.198; S=.7494), time and management skills (M=3.470; S=.5829), and decision-making skills (M=3.554; S=.5696). The aggregate outcome suggests that convenience store owners exhibited exceptional performance in a variety of business competencies, with a mean score of 3.383 and a standard deviation of 0.5844.

The standard deviation of the results ranges from .5696 to 7494. Technical skills have the highest standard deviation, followed by sales and marketing operations, management skills, and decision-making skills. The construct with the lowest standard deviation is time management skills, indicating that each construct varies in terms of values' imprecision and distance from the mean.

The results of sales and marketing skills of convenience store owners posit that most convenience store owners have developed robust systems and practices for managing their day-to-day operations. The owners have great business ideas and use effective strategies to gain more customers, such as using social media to promote products. These skills foster innovations and creativity and enhance performance against competitors. These skills were factors in managing the business, and they helped the convenience store owners maintain good business performance.

Meanwhile, the technical skills of convenience store owners were only moderately high. The results postulate that there is a lack of further indulgence in

technical usage. This outcome may be caused by other factors such as surroundings, age, and preferences. The convenience store owners could invest in understanding more about the technical aspects, especially using it for inventories, forecasting activities, and budgeting.

Moreover, convenience store owners have good results in time management, which entails that being the owner of your own business comes with the privilege of handling time. In this vein, it allows the owners to set clear, defined objectives and achieve them on set time without compromising their time, which leads them to attain work-life balance and productivity.

Furthermore, the decision-making skills of the convenience store owners have been very high. In this vein, owners possess good critical thinking skills when it comes to taking risks, dealing with failure and mistakes, and always embodying an entrepreneurial spirit. These skills have contributed to the management abilities of owners, which drives continuous good business performance.

The level of managerial skills of convenience store owners was very high. The data collected indicates that the respondents have integrated a diverse array of managerial skills, such as technical skills, time management skills, decision-making skills, and sales and marketing skills. The results may have reached this conclusion since the majority of the respondents possess managerial abilities, which they have identified as their primary motivation for the ongoing management of the business. In this vein, obtaining excellent managerial skills is one of the keys to attaining good business performance.

The findings on sales and marketing were aligned with the body of literature. Marketing capabilities are crucial for innovation, and business proprietors should have strong operational skills in sales and marketing, as per Carpio (2023). The significance

of sales and management operations abilities is that they are more beneficial to the growth and sustainability of enterprises. Consequently, the more established the organization, the greater the efficiency attained (Anderson et al., 2018).

The existing literature confirms the findings regarding technical skills, asserting that technical skills can be beneficial in the development of novel product sales and marketing strategies (Dr. Wagbara et al., 2022). Convenience store owners' knowledge of technical factors is crucial for business owners, as it can significantly improve their business operations and performance (Sawaean & Ali, 2020).

In addition, this body of literature demonstrated the results of time management, which asserts that convenience store owners who possess strong time management skills are more likely to effectively allocate their time to a variety of responsibilities and tasks (Jardon & Martínez-Cobas, 2019; Chege & Wang, 2020). Furthermore, they are more productive in achieving industry objectives by establishing priorities, deadlines, and time management (Campos et al., 2023; Jardon et al., 2019).

Furthermore, the findings regarding decision-making skills were confirmed by literature that asserts that convenience store owners who are adept at decision-making may encounter circumstances that entail rapid and decisive action (Abdelwahed et al., 2022; Almahry et al., 2021). Moreover, the level of success, priority, and positive impact on firm performance is determined by the innovation of the decision (Danai et al., 2018).

The body of literature from Carpio's (2023) study supports the overall finding of the level of managerial skills of convenience store owners. Specifically, the study concluded that managerial skills are crucial abilities that these owners have acquired, which contribute to the overall performance of the business, enhanced opportunities for growth, and innovation.

The Resource-Based View Theory (RBV) is one theory that supports the study's findings. In the context of the RBV of Wernerfelt (1983), managerial skills are regarded as the foundation of a firm's superior performance and competitive advantage. By this theory, the productive potential of enterprises is influenced by their various resources, including physical, organizational, and human resources. These resources may be both tangible and intangible (Pauceanu et al., 2021). In the same vein, the business literature recognized the significance of managerial skills as a critical construct for a firm's performance (Shaikh et al., 2017; Wijaya & Irianto, 2018).

The study concluded that convenience store operators have honed and refined critical management skills, such as strong decision-making capabilities, effective time management, technical expertise, and sales and marketing expertise. These abilities enable them to effectively address the obstacles of business management. The business has experienced improved performance, maintained competitiveness, and capitalized on greater opportunities for growth as a result of the presence of these skills in management. This finding underscores the significance of ongoing development and enhancement of management skills to adapt to changing market conditions and maximize emerging opportunities, ensuring that the business remains operational.

***Table 1**: Level of Management Skills of Convenience Store Owners*

Constructs	M	SD	Interpretation
Sales and Marketing Operations	3.308	.6231	Very High
Technical Skills	3.198	.7494	High
Time Management Skills	3.470	.5829	Very High
Decision-Making Skills	3.554	.5696	Very High
Managerial Skills	**3.383**	**.5844**	**Very High**

Note: Interpretation: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

Level of Leadership Roles of Convenience Store Owners

The level of leadership roles among convenience store owners is illustrated in Table 2. The first construct is Intrapersonal Leadership, with a very high score (M=3.562; SD=.5247). The second construct is Interpersonal Leadership, with a very high score (M=3.515; SD=.5448). The overall leadership roles among convenience store owners resulted in a very high mean (M=3.539; SD=.5297). The standard deviation for this result ranged from .5247 to .5448, with interpersonal as the highest and intrapersonal as the lowest. The consistency in the standard deviation suggests that the values are more precise and clustered tightly together.

The findings in Intrapersonal Leadership among convenience store owners, which were interpreted as very high, suggest that convenience store owners have established trust with their employees, communicate clearly to properly disseminate tasks, and acknowledge the efforts imparted by their employees. These actions lead to a more engaging workplace for all, which would foster productivity, which is essential for business performance.

The results of the Intrapersonal Leadership study among convenience store owners elaborate that convenience store owners have developed the most appropriate leadership skills. These owners maintain peace and calmness in their circle and recognize the importance of situational factors and the beauty of not reacting impulsively. These skills are essential in maintaining a good reputation, which motivates the employees to perform their best for the business.

The overall findings of leadership roles among convenience store owners have resulted in very high levels of intrapersonal and interpersonal leadership skills. The results encapsulate that convenience store owners have excellent intrapersonal and

interpersonal leadership skills. Their ability to provide support and recognize the importance of situational factors, dealing with the most positive attitude without letting personal feelings get involved, makes the working environment more productive and effective. Together with that is the ability to provide support to employees, instill confidence, and remain composed to oneself, giving the employees the ability to move safely and decide with freedom and accordingly perform their tasks knowing that their surroundings are filled with support and empowerment. Healthy communication and effective leadership drive productivity in employees and result in a positive profile for convenience store owners. These traits can foster a better working environment for all, leading to more productivity and enhancing work performance to attain better business performance.

The findings in the results of intrapersonal leadership roles are backed up by pieces of literature that claim that intrapersonal roles highlight qualities like resolve, self-assurance, and resilience. On the other hand, interpersonal roles call for skills like relationship-building, networking, and communication, which could aid in their ability to lead successfully (Kuyatt, 2021; Sun et al., 2021).

The findings in the results of interpersonal leadership roles are backed by existing literature, which claims that leadership skills allow tangible examples of building and preserving relationships with employees, customers, suppliers, and other stakeholders through relationship-building, networking, and communication, which may contribute to the attainment of organizational success (Kuratko et al., 2021; Sariwulan et al., 2020). Entrepreneurial leadership enhances business performance and organizational culture (Porter et al., 2020; Meoli et al., 2020).

The overall finding of this study is congruent with the study by Carpio (2023), which revealed that convenience store owners possess outstanding leadership abilities. They demonstrate crucial qualities and skills that help them overcome obstacles, adjust to shifting market conditions, and build successful businesses over the long run. They succeed at driving their businesses forward and enhancing overall performance and viability through their entrepreneurial leadership traits, which include vision, innovation, risk-taking, decision-making, and motivational skills.

The Contingency theory supports these results. According to the theory, some personality traits are crucial for business success because they make it easier to manage relationships with stakeholders, customers, and employees effectively and improve decision-making and self-management skills.

In summary, obtaining a solid set of entrepreneurial leadership skills is vital for successfully managing a convenience store, as it prepares owners to face the complexities of their roles with confidence and effectiveness. Leading the team in the best way possible can result in more productive employees and a healthy working environment, which leads to attainable business success. The continuous improvement of leadership roles, both intrapersonal and interpersonal, is important in running a business since this fosters growth within the owners, employees, and the business itself. Providing visions for the team and being optimistic as an owner and leader can create a chain reaction toward the performance of the business.

Table 2: Level of Leadership Skills of Convenience Store Owners

Constructs	M	SD	Interpretation
Intrapersonal Leadership	3.562	.5247	Very High
Interpersonal Leadership	3.515	.5448	Very High
Leadership Role	**3.539**	**.5297**	**Very High**

Note: Interpretation: 3.25-4.0 (Very High); 2.50-3.24 (High); 1. 75 -2.49 (Low); 1.0- 1.74 (Very Low)

Level of Business Performance for Convenience Store Owners

Table 3 illustrates the business performance of convenience store owners. The initial construct is business growth, which has an extremely high score (M=3.520; SD=.6050). Financial performance is the second construct, which has an exceptionally high score (M=3.497; SD=.5971). Convenience stores also achieved an exceptionally high score in terms of their business performance (M=3.508; SD=.5965).

The standard deviations in this study are ranging from .5971 to .6050. The construct with the highest standard deviation is business growth (SD=.6050), followed by business performance (SD=.5965), and lastly, financial performance (SD=.5971). The similar standard deviations across the two measures (business growth and financial performance) suggest a balanced approach to business management, where growth initiatives are well-aligned with financial sustainability, resulting in strong overall business performance. The moderate standard deviation suggests that while there is some variation among store owners, the majority are maintaining consistently high-performance levels in their business operations.

The very high Business Growth findings suggest that convenience store owners are particularly adept at expanding and developing their businesses. This impressive growth metric suggests the successful implementation of expansion strategies, market

penetration, and possibly diversification of product offerings. The slightly higher standard deviation in this category implies that while most store owners are achieving significant growth, there is some variability in growth rates and strategies among different establishments.

The findings in Financial Performance, which also demonstrated very high levels, posit that convenience store owners are not only growing their businesses but also maintaining robust profitability and financial health. In this vein, convenience store owners who have excellent financial performance are more likely to have sufficient working capital to meet their needs. Also, convenience store owners are proficient in managing and controlling operating expenses. Thus, convenience store owners can say that the business is financially stable and secure after years of running the business.

The overall result in Business Performance unveils that the success of the business does not come in an instant. However, the growth of the business is the result of an increased number of customers from year to year. Additionally, convenience store owners that establish their business image to the public lead to gaining more loyal customers, expansion, and more products to offer. The time of existence of the business may have to do something with the growth of the business.

In this vein, the business experienced growth in financial performance, enabling it to sustain its needs and manage its operating expenses well. Convenience store owners' business performance leads the store to financial stability and security. They are not just growing the business but also considering its profitability and financial health and maintaining them as the business progresses.

The theory that supports these findings is the Resource-Based View theory, which suggests that variations in performance among firms can be attributed to differences in

their resource portfolios and their ability to strategically deploy these resources. The empirical evidence from convenience store owners, with their impressive mean scores in Business Growth (3.520) and Financial Performance (3.497), strongly validates this theoretical framework. These performance metrics reflect store owners' success in leveraging both tangible resources (strategic locations, inventory systems, store layouts) and intangible assets (market knowledge, customer relationships, community goodwill). The RBV framework helps explain how these businesses develop sustainable competitive advantages through resources that are valuable, rare, inimitable, and non-substitutable, particularly in local market contexts where deep community understanding and strong relationships become critical differentiators.

The integration of the Kaizen philosophy within these convenience store operations demonstrates how continuous improvement principles can enhance resource utilization and competitive advantage. The findings of Sutrisno, Rimawan, and Sitorus (2022) concluded that kaizen steps are pertinent in the industry for the purpose of enhancing productivity and achieving business objectives. Kaizen consistently strives to enhance the performance and capabilities of the worker, thereby fostering a sense of accomplishment and gratification at the conclusion of the process (Sutrisno et al., 2022).

The business performance of convenience stores ultimately transcends individual success to become a catalyst for broader community development. These establishments serve as economic pillars within neighborhoods, generating local employment opportunities, supporting tax bases, and facilitating economic circulation within communities. Beyond their economic impact, they function as social hubs that provide essential services, emergency supplies, and gathering spaces that strengthen community bonds. This dual role of business success and community service creates a sustainable model for neighborhood development, where the application of RBV and Kaizen

principles enables store owners to optimize their resources while continuously adapting to serve community needs for better performance. The impressive performance metrics observed in the study thus reflect not just business success but also the stores' effective fulfillment of their vital community role, validating the importance of supporting these establishments as essential components of thriving neighborhoods.

***Table 3**: Level of Business Performance for Convenience Store Owners*

Constructs	M	SD	Interpretation
Business Growth	3.520	.6050	Very High
Financial Performance	3.497	.5971	Very High
Business Performance	**3.508**	**.5965**	**Very High**

Note: Interpretation: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

Significant Relationship between Convenience Store Owners' Managerial Skills and Business Performance

The significant relationship between convenience store owners' managerial skills and business performance is illustrated in Table 4. The results indicate an r-value of .629 and a p-value of 0.000, significantly showing a perfect positive correlation or is highly significant. The perfect positive correlation between convenience store owners' managerial skills and business performance is indicated by the r-value of .629. The results suggest that convenience store owners' managerial skills increase along with the level of business performance. Convenience store owners' managerial skills demonstrate that effective managerial abilities tend to achieve lasting success and show greater resilience when facing challenges.

Moreover, the correlation is statistically significant, as shown by a p-value of 0.000. Given the significance level of 0.01 (2-tailed), the statistical evidence strongly suggests that the connection is not random, reinforcing findings that show a clear and reliable link between convenience store owners' managerial skills and business performance.

The findings of this study revealed that the managerial skills of a convenience store owner play an integral role in driving the overall success and growth of the business. Convenience store owners who possess accurate and effective sales and marketing operations can gain more customers and are more likely to expand the business. Moreover, good time management means taking time as precious as gold, and it assesses owners' set goals and deadlines, achieving them on time, resulting in more productivity. Furthermore, the excellent decision-making skills of convenience store owners are beneficial to the business, especially when taking risks and mitigating business threats, ensuring business longevity. However, when it comes to technical skills, convenience store owners could enhance their knowledge in the usage of different platforms or software, which can lead to more productivity and advanced marketing and attain higher business performance.

In the study of Carpio (2023), the results purport that managerial skills play a part in the improvement of the overall performance of the business through cultivating the skills of these owners, which enhances competitiveness and increases the opportunity for growth. Strong managerial skills enable the owner to adapt to changes and respond proactively to market demands, making them key factors in the store's continued success. It also suggests that along with the improvement of managerial skills is the stability of business performance.

The findings of this study are consistent with the literature that highlights the importance of managerial skills as an important organizational resource and how they aid in the development of firm stability strategies (Ahmad & Ahmad, 2021). Popescu et al. (2020) have highlighted the importance of management skills in creating a long-term competitive edge for businesses. They found that managers who possess good leadership, strategic thinking, and problem-solving skills were more likely to achieve sustainable business outcomes and successfully navigate the complexities of the business environment (Kuyatt, 2021).

Additionally, owners with strong management skills are more likely to take initiative, make informed decisions, and get past challenges, all of which lead to sustainable business practices. Hence, greater management skill is associated with greater firm sustainability (Carpio, 2023). Strong managerial skills allow entrepreneurs to better spot opportunities, reduce risks, and navigate challenging business situations, all of which contribute to the long-term viability of their businesses (Carpio, 2023). Furthermore, businesses with a variety of managerial skills can use their capital effectively by incurring few expenses and promoting financial growth (Shaikh et al., 2017).

The Resource Based View Theory (RBV) is one theory that backs up the study's findings. According to Wernerfelt's (1983) RBV, managerial skills are the foundation of a firm's better performance and competitive advantage. This theory states that a business' many resources, including its organizational, human, and physical resources, both real and tangible, have an impact on its capacity for production (Pauceanu et al., 2021). Similarly, the business literature recognized that managerial skills are an important component of a firm's success (Shaikh et al., 2017; Wijaya & Irianto, 2018).

The correlation coefficient's significance level reinforces the validity of the observed association. Given the low likelihood of achieving such a high correlation by chance, it is likely that managerial skills and business sustainability are related and not the result of chance fluctuation (Sawaean & Ali, (2020). It is important to keep in mind that a correlation does not imply a connection. While the findings show a significant positive correlation, other factors, including competitive environment, outside influences, and market conditions, may also affect how sustainable a business is. (Cillo et al., 2019).

The significance of obtaining managerial skills as a convenience store owner is advantageous in fostering business performance. The positive correlation between managerial skills and business performance suggests that as managerial skills improve, there is an increased likelihood of attaining and maintaining business performance.

Thus, continuous enhancement of convenience store owners' managerial skills can positively impact business performance, which can be achieved when employees receive mentoring and training to improve work quality. Therefore, policymakers must encourage support for business longevity.

Table 4: *Significant Relationship between Convenience Store Owners' Management Skills and Business Performance*

Leadership Role	r-value	p-value	Interpretation
Managerial Skills	.629	0.000	Perfect Positive Correlation/Highly Significant

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)

*2). **p<0.01 (Highly Significant); *p<0.05 (Significant); p>0.05 (Not Significant)*

Significant Relationship between Convenience Store Owners' Leadership Role and Business Performance

The results of a statistical analysis that examines the substantial correlation between the leadership roles of convenience store owners and their business performance are presented in Table 5. The r-value of .647 and the p-value of.000 in the analysis indicate that these two variables exhibit a perfect positive correlation. An r-value of .647 indicates a perfect positive correlation between the leadership positions of convenience store owners and their business performance. The findings indicate that the leadership positions of convenience store owners are on the rise in tandem with the business's performance. The convenience store owners' strong leadership roles are more likely to sustain a successful business performance and lead the business into success, as stated. Additionally, the correlation is statistically significant, as evidenced by a p-value of.000. The observed relationship demonstrated that this pattern is genuine, rather than a stroke of fate, at a significance level of 0.01 (2-tailed). This new evidence serves to substantiate the correlation between the performance of businesses and the presence of strong leadership positions among convenience store owners.

The findings of the study demonstrated that the potential for achieving satisfactory business performance is increased in conjunction with the extent of the leadership roles of convenience store owners. The ability of the business owners to maintain positive traits, as well as the continuous support and empowerment that it provides for its employees, is what fuels everyone's productivity. Alongside that is the establishment of relationships within the working premises and even with the customers, which helps to sustain better business performance. The research entails the significance of the continuous development of convenience store owners' leadership roles in nurturing the business performance and taking the longevity of the business into account.

Entrepreneurial leaders frequently possess a strong track record of identifying and capitalizing on business opportunities, adapting to market fluctuations, and cultivating an environment that promotes innovation and expansion (Barbosa, 2020). These findings are consistent with the literature. Entrepreneurial leaders are distinguished by their innovative perspective and their ability to identify and capitalize on latent opportunities (Nguyen et al., 2022). They foster a culture of creativity and encourage employees to think creatively, which aids in the development of innovative products, services, and procedures (Song et al., 2020). Owners are more likely to sustain long-term success and surmount challenging circumstances when they possess strong entrepreneurial leadership qualities (Carpio, 2023).

Entrepreneurial leaders are relatively prepared to manage calculated risks and tolerate uncertainty. They encourage their teams to experiment with new ideas and learn from their mistakes, as they recognize that taking risks is essential for development (Anwar & Shah, 2021). This approach may lead to strategic decisions that establish the SME for long-term success (Zhang et al., 2019).

One theory that lends credibility to this study is entrepreneurial leadership theory, which posits that the performance of group members is influenced and directed by individual managerial behaviors in order to achieve organizational objectives that entail the identification and utilization of entrepreneurial opportunities (Renko et al., 2015). Entrepreneurial leadership is a concept that is derived from the intersection of an entrepreneurial character and leadership potential (Pauceanu et al., 2021).

Entrepreneurial leadership attributes, including vision, innovation, risk-taking, decision-making, and motivational prowess, are areas in which SME owners excel, thereby augmenting the overall performance and viability of their organizations. The

correlation between entrepreneurial leadership and SME performance is a connection between business performance metrics such as expansion, profitability, and innovation and the interpersonal and intrapersonal aspects of entrepreneurial leadership behaviors (Azeem et al., 2021; Sawaean & Ali, 2020).

Due to the positive correlation between business performance and leadership roles, convenience store owners who possess strong leadership skills are more likely to sustain long-term success and surmount obstacles. Consequently, this suggests that their capacity to cultivate and refine entrepreneurial leadership abilities can substantially increase their likelihood of enhancing business performance. The process of fostering trust within the workplace, providing support, and acknowledging the ideas of employees can be a simple way to continuously enhance leadership roles. These results have significant implications for governments, organizations that assist small enterprises, and convenience store owners.

In order to guarantee long-term success and effective business practices, convenience store owners acknowledge the importance of developing leadership skills. Policymakers can establish policies and initiatives that foster the cultivation of entrepreneurial leadership skills. Furthermore, business support organizations can offer resources and guidance to assist convenience store proprietors in enhancing their leadership abilities, enhancing performance, and effectively addressing challenges.

Table 5: *Significance of Relationship between Convenience Store Owners' Leadership Roles and Business Performance*

Business Performance	r-value	p-value	Interpretation
Leadership Role	.647	0.000	Perfect Positive Correlation/Highly Significant

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00),

*Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00) 2). **p<0.01 (Highly Significant); *p<0.05 (Significant); p>0.05 (Not Significant)*

Predictors of Business Performance

The linear relationship between the dependent variable, Business Performance, and two independent variables, Managerial Skills, and Leadership Role, is represented by the regression equation in Table 6. A quantitative representation of the impact of changes in the independent variables (Managerial skills and Leadership roles) on the dependent variable (Business Performance) is provided by the regression equation. By inputting the values of the independent variables, the researchers can predict the associated value of Business Performance using this equation. The p-value of 0.1 and the coefficient of 1.215 for Managerial Skills indicate that it has a positive correlation with business performance. The improvement of managerial skills is the primary factor in the pursuit of sustainable and attainable business performance. The results of this study suggest that convenience store owners who possess exceptional managerial skills are more likely to achieve favorable business performance, which can happen when convenience store owners incorporate good business ideas and effective application of them, motivate the team, and make sound strategic decisions.

Meanwhile, the coefficient of -.434 for Decision-making Skills suggests that there is a negative relationship between the dependent variable, which is business performance, and the predictor. The result purports that a limited decision-making skill can drag down the business performance. Convenience store owners tend to overanalyze situations, denote the perspective or ideas of others, or are scared to take big risks, but more promising outcomes can definitely lead to a decrease in business performance. The scope and nature of the business may also influence the mentioned causes. Due to the small population,

decisions can be tougher, knowing that the security of the business can be on edge.

The negative coefficient of -.326 for Sales and Marketing Operation suggests that there is a negative relationship between the sales and marketing operation and the business performance. The result purports that if the intensity of sales and marketing operations increases, business performance tends to decrease. This outcome may be due to too much focus on spending for marketing, no proper sales strategies, or a mismatch between the marketing efforts and the targeted audience. The p-value of .040, which lies less than 0.05, suggests that the relationship between the dependent variable and the predictors is statistically significant. Therefore, the results revealed that in order for the convenience store owners to not compromise the business performance, they must use effective strategies to gain more customers, apply great and practical business ideas to the operation of the business, and stipulate appropriate marketing efforts to the customers.

However, Time management skills with a coefficient of .268 and a p-value of .443, which is more than what is statistically significant, suggest that there is no significant relationship between time-management skills and business performance. Despite its positive coefficient and its positive relationship with the dependent variable, they still do not claim any significance with each other, mainly because of some stronger predictors and other reasons. Convenience store owners have the option to control their own time and set their deadlines, which allows them to have the freedom to invest their own time in the business, which may also be a factor in that they may have been receiving help from the team, and the scope and nature of this small business do not require ample time.

Meanwhile, the coefficient of 1.571 for Leadership Roles suggests that it has a strong positive relationship with business performance. This result propounds that convenience store owners' leadership abilities, such as good communication, fairness,

source of motivation, and positive attitude, can drive business performance to an extent. Obtaining such qualities is more likely to foster the continuous progress of the business, making it a more inclusive, versatile, and healthy working environment, as well as future-ready.

However, Intrapersonal Leadership with a coefficient of -1.067 and a p-value of .105 does not indicate a predictor of business performance. This result arises because intrapersonal factors might be important to individual success or development, but they do not directly imply overall business performance. Another factor is that the nature and scope of the business are limited. Convenience store owners' ability to control emotions, reflect on their actions, or maximize patience towards the situation might be significant to their individual growth. However, its relevance does not affect business performance.

The equation suggests that these variables are interconnected and influence business performance collectively. Thus, it implies that organizations should adopt a holistic approach, prioritizing managerial skills, decision-making skills, sales and marketing operations, and leadership roles to achieve sustainable business performance. In essence, the regression equation ranks the importance of these factors in contributing to business success. Convenience store owners who invest in developing these attributes in themselves and their employees are more likely to achieve sustainable performance and long-term growth.

Carpio's (2023) study indicates that individuals who possess strong management skills, including planning, organizing, coordinating, and decision-making, are more likely to manage resources and operations effectively, thereby enhancing the sustainability of their businesses. In addition, it demonstrates that managers who possess these abilities are more capable of addressing challenges, optimizing processes, effectively allocating

resources, and making informed decisions that contribute to the business's sustainability and success.

Meanwhile, the primary factor in all entrepreneurship activities, objectives, direction, performance, and entrepreneurship activities is decision-making (ARDAKANI, 2013). A complex process of consultation, which encompasses an evaluation of prospective and uncertain outcomes, gives rise to this cognitive phenomenon (Müller et al., 2009). Among the highlights are its decision-making abilities, as the innovation of a decision is the determining factor in the level of success, priority, and positive impact on firm performance (Danai et al., 2018).

Sales and Marketing operations work "behind the scenes" to help their teams be productive and hit the desired revenue goals. The more established the organizations, the greater the efficacy they achieve, as these abilities are more beneficial to enterprises in their pursuit of sustainability and growth (Anderson et al., 2018). This paper's findings demonstrate that sales and marketing abilities are indispensable; however, they must be implemented pragmatically.

According to the findings in the study by Carpio (2023), entrepreneurial leadership has a beneficial effect on business sustainability. This claim implies that executives who exhibit entrepreneurial qualities, including innovation, risk-taking, and vision, are more likely to contribute to a business's sustainability and success. The findings of this recent study, which assert the significance of entrepreneurial leadership in promoting long-term success, are substantiated by numerous studies (Azeem et al., 2021).

The results suggest that managerial skills and leadership positions are essential for enhancing business performance. In order to achieve long-term success, convenience store owners must possess practical time management skills, strong decision-making abilities,

and the ability to manage sales and marketing operations. Convenience store owners who embody a positive mindset and inclusivity and are good communicators can drive the business toward its best performance. The qualities of a convenience store owner are the wheels that grip the road to success. This study highlights the importance of managerial skill and effective leadership roles and how some of its variables, such as decision-making skills and sales marketing operations, are inversely proportional to the business' performance.

Thus, excellent managerial characteristics along with effective and efficient leadership roles are vitally important for convenience store owners to possess in order to attain and sustain better business performance. To achieve more resilience and longevity, convenience store owners can use the data presented in this study as well as the theoretical implications to underscore the essentials for the development of managerial skills and leadership roles in leading toward business performance.

Table 6: *Predictors of Business Performance*

Business Performance	b-value	p-value	Interpretation
Sales and Marketing Operations	-.326	.040	Predictor
Time Management Skills	.268	.443	Not a predictor
Decision-Making Skills	-.434	.017	Predictor
Managerial Skills	**1.215**	**.013**	**Predictor**

Business Performance	b-value	p-value	Interpretation
Intrapersonal Leadership	-1.067	.105	Not a Predictor
Leadership Role	**1.571**	.017	**Predictor**

Chapter 4

SUMMARY, FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary

Convenience stores are one of the large economic contributors to the growing economy of the Philippines. This study investigated the management and leadership of convenience store owners in relation to business performance. Specifically, this study sought to answer the following questions: (1) What is the level of convenience store owners' managerial skills in terms of sales and marketing operation, technical skills, time management skills, and decision-making skills?; (2) What is the level of convenience store owners' leadership role in terms of intrapersonal and interpersonal?; (3) What is the level of convenience store owners' business performance in terms of business growth and financial performance?; (4) Is there a significant relationship between convenience store owners' management skills and business performance?; (5) Is there a significant relationship between convenience store owners' leadership roles and business performance?; (6) What is the significant predictor of business performance?

This study utilized the descriptive-correlational design. It was conducted in Ozamiz City with 122 selected respondents using a convenience sampling technique. Managerial Skills, Leadership roles, and Business Performance Questionnaires were used to gather the data. *Mean, Standard Deviation, Spearman's Rho Correlation Coefficient, and Multivariate Regression Analysis* were used as statistical tools.

Findings

The study yielded the following findings:

1. The convenience store owners possess a very high level of managerial skills,

particularly in sales and marketing operations, decision-making, and time management. However, technical skills are rated as high.

2. The convenience store owners possess a very high level of both intrapersonal and interpersonal leadership roles.

3. The convenience store owners demonstrated strong business outcomes, with high results in both business growth and financial performance.

4. The level of convenience store owners' managerial skills highly influences their business performance.

5. The leadership roles of convenience store owners have a positive relationship to their business performance.

6. The managerial skills, leadership role, decision-making skills, and sales and marketing operations are the four significant predictors of business performance.

Conclusions

The subsequent conclusions were derived from the study's findings:

1. Convenience store owners have strong managerial skills that equip them to navigate the challenges of business management successfully.

2. The excellent leadership skills of convenience store owners for both leadership roles give the business owners the ability to lead effectively and efficiently.

3. The managerial skills of convenience store owners positively correlate with their business performance, indicating that when business owners possess strong managerial skills, their business operations are also more effective.

4. Managerial skills highly influence the business performance of convenience stores

and their leadership roles, enabling them to perform effectively in their business-related functions.

5. Both leadership roles play vital roles in leading employees to effectiveness and the attainment of good business performance.

6. Convenience store owners' excellent managerial skills and effective leadership drive both financial performance and business growth. These qualities empower and strengthen the business's foundation, sustaining business performance.

Recommendations

1. Convenience store owners can strengthen their managerial skills through formal training and digital systems that expedite operations and decision-making.

2. Convenience store owners can increase employee productivity, lower employee turnover, and achieve sustainable business growth by using a comprehensive management framework that prioritizes transformational leadership, employee development, clear communication, and strong performance monitoring tools.

3. Future researchers can conduct a qualitative study to gain a more comprehensive understanding of convenience store owners' business performance, leadership roles, and managerial skills. Additionally, future researchers can include respondents' demographics and the scope of their businesses.

REFERENCES

Abdelwahed, N. A. A., Soomro, B. A., & Shah, N. (2022). The role of environment, business and human behavior towards entrepreneurial sustainability. *Sustainability*, *14*(5), 2517. https://tinyurl.com/yc6j3423

Adebisi, J. F. (2013). Time management practices and its effect on performance. *Journal of Canadian Social Sciences*, *19* (3), 165-167.

Agbim, K. (2013). The Relative Contribution of Management Skills to Entrepreneurial Success: A Survey of Small and Medium Enterprises (SMEs) in the Trade Sector. *IOSR Journal of Business and Management*. 7. 8-16. 10.9790/487X-0710816.

Ahmad, I. & Ahmad, Dr. S. (2021). Effect of Managerial Skills on the Performance of Small-and Medium-Sized Enterprises: A Case Study in Pakistan. *Journal of Asian Finance, Economics and Business*, *8*(4), 161-170. http://dx.doi.org/10.13106/jafeb.2021.vol8.no4.0161

Al Kurdi, B., Alshurideh, M., & Alnaser, A. (2020). The impact of employee satisfaction on customner satisfaction: Theoretical and empirical underpinning. *Management Science Letters*, 3561-3570. 3561-3570. 10.5267/j.msl.2020.6.038.

Alasadi, R., & Abdelrahim, A. (2007). Critical analysis and modelling of small business performance, case study: Syria. Journal of Asia Entrepreneurship and Sustainability, 3(2), 5–22.

Almahry, F. F., Sarea, A., Hamdan, A. M., & Al Mubarak, M. M. (2021). The Impact of Entrepreneurship Education on Entrepreneurs' Skills. *Research Anthology on Business and Technical Education in the Information Era*, 1023-1032. https://bit.ly/3HNiXko

Al-Sa'eed, M. A. A. (2018). The impact of ownership structure and dividends on firm's performance: Evidence from manufacturing companies listed on the Amman Stock Exchange. Australasian Accounting, Business and Finance Journal, 12(3), 87–106. https://doi.org/10.14453/aabfj.v12i3.7

Alton, L. (2019). The 8 Biggest Challenges for New Entrepreneurs. *Entrepreneur*. https://bit.ly/3jK9QsH

Anand, T. and Punia, Y. (2013), "Leadership competencies and their influence on leadership performance: a literature review", International Journal of Advanced Research in Management and Social Sciences, Vol. 2, pp. 25-31.

Anderson, S. J., Chandy, R., & Zia, B. (2018). Pathways to Profits: The Impact of Marketing vs. Finance Skills on Business Performance. *Journal of Management Science*. https://doi.org/10.1287/mnsc.2017.2920

Anwar, M. & Shah, S. Z. (2021). Entrepreneurial orientation and generic competitive strategies for emerging SMEs: Financial and nonfinancial performance perspective. *Journal of Public Affairs*, *21*(1), 2125. https://tinyurl.com/432xh4n9

Ardakani, F. M. (2013). A study of Factors Influencing Decision Making of Entrepreneurs in Small and Medium Industries (SMEs) using Structure Equation Modeling (SEM). Thesis of M.Sc. in Entrepreneurship Management. University of Sistan & Baluchestan

Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. Technology in Society, 66, 101635. Retrieved on January 3, 2023 from https://bit.ly/3YpYJEE

Aziz, R. A., Mahmood, R., Abdullah, M. H., & Tajudin, A. (2013). The Mediating Effects of Entrepreneurial Orientation on the Relationship Between Leadership Styles and Performance of SMEs in Malaysia. *The 2nd IBSM, International Conference on Business and Mangement.* chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.caal-inteduorg.com/proceedings/ibsm2/FP35-Roslan_Abdul_Aziz_etal--The_Mediating_Effects_of.pdf

Bagheri, A. Newman, A., & Eva, N. (2020). Entrepreneurial leadership of CEOs and employees' innovative behavior in high-technology new ventures. *Journal of Small Business Management*, 1-23. https://bit.ly/3khBNs1

Barbosa, M., Castañeda-Ayarza, J. A., & Ferreira, D. H. L. (2020). Sustainable strategic management (GES): Sustainability in small business. *Journal of Cleaner Production*, *258*, 120880. https://tinyurl.com/2p8pance

Barney, J. B., Ketchen Jr, D. J., & Wright, M. (2011). The future of resource-based theory: Revitalization or decline. Journal of Management, 37(5), 1299-1315.

Berger, A. (1997). Continuous improvement and kaizen: standardization and organizational designs. Integrated Manufacturing Systems.

Bosma N, Van Praag M., & De Wit, G. (2000). Determinants of Successful Entrepreneurship. [Online] available: <http://www1. feb.uva.nl/pp/bin/nonrefereedbook publication525fulltext.pdf> (Retrieved on 15 July, 2024).

Campos, T. L. R., Nunhes, T. V., Harney, B., & de Oliveira, O. J. (2023). Corporate sustainability in entrepreneurial settings: Green management and operational fairness as joint drivers of venture competitiveness. *Journal of Small Business and Enterprise Development*, *30*(2), 342-368. https://tinyurl.com/3anjtmvd

Carpio, R. A. P. (2023). Small and Medium-Sized Enterprises (SMEs) Entrepreneurs' Leadership, Management Skills, and Motivation in Relation to Business Sustainability. *United International Journal for Research & Technology*, *5*(4), 98-122. https://uijrt.com/paper/smes-entrepreneurs-leadership-management-skills-motivation-relation-business-sustainability

Chege, S. M. & Wang, D. (2020). The influence of technology innovation on SME performance through environmental sustainability practices in Kenya. *Technology in Society*, *60*, 101210. https://tinyurl.com/yzjkyvxf

Chen, X., & Chen, Z. (2021). Can green finance development reduce carbon emissions? Empirical evidence from 30 Chinese provinces. *Sustainability*, *13*, 12137.

Chowdhury, D. (2020). Small and Medium Manufacturing Enterprises (SMEs) and Knowledge-Base: South Asian Experience. Journal of Entrepreneurship and Management, 9(2), 29-42. https://www.researchgate.net/publication/344120215_Small_and_Medium_Manufacturing_Enterprises_SMEs_and_Knowledge-Base_South_Asian_Experience

Cillo, V., Petruzzelli, A. M., Ardito, L., & Del Giudice, M. (2019). Understanding sustainable innovation: A systematic literature review. *Corporate Social Responsibility and Environmental Management*, *26*(5), 1012-1025. https://tinyurl.com/56n8htau

CPMN (1999). Performance measurement audit. http://www.measure.net/audit/index.htm. Accessed on 16 July 2024

Crook, T. R., Ketchen, D. J., Combs, J. G., & Todd, S. Y. (2008). Strategic resources and performance: a meta-analysis. Strategic Management Journal, 29(11), 1141-1154.

Danai, H. A., Ghezavat, F., & Ardakani, F. M. (2018). The Effects of Intellectual Capital on firm Performance in Exporting Companies. Academy of Social Science Journal.3(6), 1191 – 1198

Davidsson P., L. Achtenhagen., & L. Naldi. (2010). Small firm growth. *Found and Trends in Entrepreneurship*, *6*(2), 69-166.

Egbunike, C. F., & Okerekeoti, C. U. (2018). Macroeconomic factors, firm characteristics and financial performance: A study of selected quoted manufacturing firms in Nigeria. Asian Journal of Accounting Research, 3(2), 142–168. https://doi.org/10.1108/AJAR-09-2018-0029

Fiedler, F.E. (1967). A theory of leadership effectiveness. New York: McGraw-Hill. https://archive.org/details/theoryofleadersh00fied

Firman, A. & Ilyas, G. B. (2021). The Effect of Kaizen Strategy on Customer Satisfaction: Empirical Study on Budget Hotels in Makassar City. *Point of View Research Management*, *2*(1). February. 1-9

Foss, N. J., Klein, P. G., Lien, L. B., Zellweger, T., & Zenger, T. (2021). Ownership competence.
Strategic Management Journal, *42*, 302-328. https://doi.org/10.2478/hjbpa-2020-0017

Fries, A., Kammerlander, N., & Leitterstorf, M. (2021). Leadership Styles and Leadership Behaviors in Family Firms: A Systematic Literature Review.

Fuertes, G., Alfaro, M., Vargas, E., Lillo, S., Ternero, R., & Sabattin, J. (2020). Conceptual Framework for the Strategic Management: A Literature Review—Descriptive. *Journal of Engineering*, 1-21. 10.1155/2020/6253013.

Gano-an, J. C. & Gempes, G. P. (2020). THE SUCCESS AND FAILURES OF SARI-SARI STORES: EXPLORING THE MINDS OF WOMEN MICRO-ENTREPRENEURS. *Holistica Journal of Business and Public Administration, 11*(2), 25-51. https://doi.org/10.2478/hjbpa-2020-0017

Garg, A. K., Joubert, R. J. O., & Pellissier, R. (2004). Measuring business performance: A case study. *South African Business Review, 8*(1), 7-21. https://www.researchgate.net/publication/228548112_Measuring_business_performance_A_case_study

Gomez, A. (2021). 7 Creativity and Innovation Examples. Indeed. Retrieved August 23, 2022, from https://www.indeed.com/career advice/career-development/creativity-and innovation-examples

Gordon, J. (2022). Contingency Approach or Situational Approach to Management - Explained. The Business Professor. Retrieved April 28, 2022, from https://thebusinessprofessor.com/en_US/manage ment-leadership-organizational behavior/contingency-approach-or-situational approach-to-management

Gurchiek, K. (2023). Survey: Respect at work Boosts Job Satisfaction. *SHRM*. Retrieved from https://www.shrm.org

Hanisch, B. & Wald, A. (2012). A bibliometric view on the use of contingency theory in project management research. *Project management journal*, *43*(3), 4-23.

Hoque, M. (2024). Employee Job Satisfaction and Work Performance. *Theseus*. https://www.theseus.fi/bitstream/handle/10024/863326/Hoque_Munia.pdf?sequence=2&isAllowed=y

Howorth, C. & Robinson, N. (2020). *Family Business*. Taylor & Francis Group.

Ibrahim, A.U. and Daniel, C.O. (2019). „Impact of Leadership on Organizational Performance". International Journal of Business Management and Social Research, 4(2), 367 – 374.

Imai, M. (1986) Kaizen: The Key to Japan's Competitive Success. McGraw-Hill Education, New York.

Imran, R. & Aldaas, R. E. (2020). Entrepreneurial leadership: a missing link between perceived organizational support and organizational performance. *World Journal of Entrepreneurship, Management and Sustainable Development*, *16*(4), 377-388. https://tinyurl.com/5yaxc4x7

Jalalkamali, M., Ali, A. J., Hyun, S. S., & Nikbin, D. (2016). Relationships between Works Values, Communication Satisfaction, and Employee Job Performance. Management Decisions, 54, 796-814. https://doi.org/10.1108/MD-01-2015-0003

Jardon, C. M. & Martínez-Cobas, X. (2019). Leadership and organizational culture in the sustainability of subsistence small businesses: An intellectual capital-based view. *Sustainability*, *11*(12), 3491. https://tinyurl.com/yjfb8z67

Jarial, S.K., 2012. Performance improvements of sheet metal industry using kaizen a case study. *International Journal of Current Engineering and Technology*, 2(1), 227-230.

Kaleka, Anna. (2012). Studying Resource and Capability Effects on Export Venture Performance. Journal of World Business - J WORLD BUS. 47. 10.1016/j.jwb.2010.10.024.

Krakoff, S. (2019). Top Business Management Skills Companies Look For. Champlain College Online. Retrieved August 23, 2022, from https://online.champlain.edu/blog/top-business management-skills

Kuratko, D. F., Hornsby, J. S., & McKelvie, A. (2021). Entrepreneurial mindset in corporate entrepreneurship: Forms, impediments, and actions for research. *Journal of Small Business Management*, 1-23. https://tinyurl.com/3cba7fce

Kuyatt, K. M. (2021). *Emotional Intelligence in Entrepreneurial Performance* (Doctoral dissertation, Pepperdine University). https://tinyurl.com/2vc6k2p4

Lameijer, B. A., Antony, J., Chakraborty, A., Does, R. J. M. M., & Garza-Reyes, J. A. (2020). The role of organisational motivation and coordination in continuous improvement implementations: an empirical research of process improvement project success. *Total Quality Management & Business Excellence*, *32*(13–14), 1633–1649. https://doi.org/10.1080/14783363.2020.1757422

Madanchian, M. & Taherdoost, H. (2019). Assessment of Leadership Effectiveness Dimensions in Small & Medium Enterprises (SMEs). *Procedia Manufacturing*, *32*, 1035-1042. https://doi.org/10.1016/j.promfg.2019.02.318

Mahrani, M., & Soewarno, N. (2018). The effect of good corporate governance mechanism and corporate social responsibility on financial performance with earnings management as mediating variable. Asian Journal of Accounting Research, 3(1), 41–60. https://doi.org/10.1108/AJAR-06-2018-0008

Meoli, A., Fini, R., Sobrero, M., & Wiklund, J. (2020). How entrepreneurial intentions influence entrepreneurial career choices: The moderating influence of social context. Journal of Business Venturing, 35(3), 105982. https://tinyurl.com/yprp4bj5

Miles, D. A. (2017). Research Methods and Strategies Workshop: A Taxonomy of Research Gaps: Identifying and Defining the Seven Research Gaps. Miles Development Industry Corporation. https://www.researchgate.net/publication/319244623_ARTICLE_Research_Methods_and_Strategies_Workshop_A_Taxonomy_of_Research_Gaps_Identifying_and_Defining_the_Seven_Research_Gaps

Müller, R., Spang, K., & Ozcan, S. (2009). Cultural differences in decision making in project teams. *International Journal of Managing Projects in Business*. 2. 10.1108/17538370910930527.

Neneh, B.N., & Vanzyl, J. (2012). Achieving optimal business performance through business practices: evidence from SMEs in selected areas in South Africa. *Southern Africa Review*, 16(3), 118-144.

Nguyen, P. V., Huynh, H. T. N., Lam, L. N. H., Le, T. B., & Nguyen, N. H. X. (2021). The impact of entrepreneurial leadership on SMEs' performance: the mediating effects of organizational factors. *Heliyon*, *7*(6), e07326. https://tinyurl.com/34pnwras

Olawale, F. A., Fatoki, O., & Rungani, E. (2015). The impact of motivations, personal values and management skills on the performance of SMEs in South Africa. *African Journal of Economic and Management Studies*, *6*(3), 308-322. http://dx.doi.org/10.1108/AJEMS-01-2013-0009

Orozco, L. A., Vargas, J., & Galindo-Dorado, R. (2018). Trends on the relationship between board size and financial and reputational corporate performance: The Colombian case. European Journal of Management and Business Economics, 27(2), 183–197. https://doi.org/10.1108/EJMBE-02-2018-0029

Pauceanu, A.M., Rabie, N., Moustafa, A., & Jiroveanu (2021). D.C. Entrepreneurial Leadership and Sustainable Development—A Systematic Literature Review. *Sustainability*, *13*, 11695. https://doi.org/10.3390/su132111695

Phuoc, H. M., & Vo, H. T. (2019). Factors affecting the business performance of small and medium enterprises in Ben Tre city. *Communist Magazine*, *8*(2).

Popescu, L., Iancu, A., Avram, M., Avram, D. & Popescu, V. (2020). The Role of Managerial Skills in the Sustainable Development of SMEs in Mehedinti County, Romania. *Sustainability*, *12*(3). http://dx.doi.org/10.3390/su12031119

Porter, M. E., & Kramer, M. R. (2019). Creating shared value. In *Managing sustainable business*, 323-346. Springer, Dordrecht. https://bit.ly/31lkV40

Poulsen, S. (2021). Why Interpersonal Leadership Skills Matter & How To Improve. *THNK*. https://www.thnk.org/blog/interpersonal-leadership-skills/

Putra, A. H. P. K., Ashoer, M., Abdullah, A., Muhtasom, A., Farida, I. & Guntur, A. (2018). The Determinant of SME's Performance: The Main Role of Leadership Strategy, Knowledge, and Business Orientation. *Advances in Social Science, Education and Humanities Research*, *203*, 430-434. http://dx.doi.org/10.2991/iclick-18.2019.91

Renko, M., Day, D. V., & Antonakis, J. (2017). Entrepreneurial Leadership. *SSRN*. https://ssrn.com/abstract=2977744

Rosak-Szyrocka, J. (2019). QUALITY OF LIFE IMPROVEMENT IN KAIZEN ASPECT. *QPI*, *1*(1), 528-536.

Sariwulan, T., Suparno, S., Disman, D., Ahman, E., & Suwatno, S. (2020). Entrepreneurial Performance: The Role of Literacy and Skills. *The Journal of Asian Finance, Economics, and Business*, 7(11), 269-280. https://doi.org/10.13106/JAFEB.2020.VOL7.NO11.269

Sawacan, F. & Ali, K. (2020). The mediation effect of TQM practices on the relationship between entrepreneurial leadership and organizational performance of SMEs in Kuwait. *Management Science Letters*, 10(4), 789-800.

Shaikh, K. H., Ahmedani, M. M., Syed, A. A. S. G., & Panhwar, M. M. A. P. (2017). A Managerial perspective on the issues of the barriers to the development of SME Sector of Pakistan. NICE Research Journal of Social Science, 7(14), 1–10

SHRM. Survey: Respect at Work Boosts Job Satisfaction. https://www.shrm.org/mena/topics-tools/news/employee-relations/survey-respect-work-boosts-job-satisfaction. Accessed on July 15, 2024

Skrzypek, E (2010). Kaizen. Problemy Jakości. Nr 7, 18-21,

Song, W., Ma, Y., Fan, X., & Peng, X. (2023). Corporate environmental ethics and employee's green creativity? The perspective of environmental commitment. *Corporate Social Responsibility and Environmental Management. https://tinyurl.com/37cc7yxt*

Suhadak, S., Kurniaty, K., Handayani, S. R., & Rahayu, S. M. (2019). Stock return and financial performance as moderation variable in influence of good corporate governance towards corporate value. Asian Journal of Accounting Research, 4(1), 18–34. https://doi.org/10.1108/AJAR-07-2018-0021

Sun, J., Maksimov, V., Wang, S. L., & Luo, Y. (2021). Developing compositional capability in emerging-market SMEs. *Journal of World Business*, *56*(3), 101148. https://tinyurl.com/vr49erxb

Susan, W. (2012). A Time Management System that Really Works. http://www.sbinfocanada.about.com/cs/ timemanagement

Sutrisno, Barata & Rimawan, Erry & Sitorus, Tosty. (2022). A Systematic Review of Kaizen Approach in Industries. IJIEM. *Indonesian Journal of Industrial Engineering and Management*, *3*(2), 103. 10.22441/ijiem.v3i2.14131.

Thi Thanh Thuy, V., Nam Hung, D., Thi Tu Oanh, L., Thi Ahn Tuyet, V., & Thi Thu, B. (2023). FACTORS IMPACT ON BUSINESS PERFORMANCE OF ENTERPRISES: THE CASE OF VIETNAM. *Journal Of Organizational Behavior Research*, *8*(2), 27-39. https://doi.org/10.51847/2itmiM3CoE

Titu, M.A. (2010). Applying the Kaizen Method and the 5S Technique in the Activity of Post-Sale Services in the Knowledge-Based Organization, Proceedings of the International Multi Conference of Engineers and Computer Scientists 2010, Vol. III, IMECS 2010, March 17-19, Hong Kong.

Truong, L. D., & Nguyen, T. D. (2010). Business efficiency of small and medium enterprises in the Mekong Delta, Vietnam. *Banking Technology Magazine*, 50, 11-16.

Wagbara, S. &Berepugi, C. (2023). BUSINESS EDUCATION STUDENTS' TECHNICAL SKILLS ACQUISITION AND EMPLOYABILITY POTENTIALS OF UNDERGRADUATES IN BAYELSA STATE. *International Journal of Advancement in Business Education*, *8*(2). https://bwjournal.org/index.php/bsjournal/article/view/1190/1077

Wahl, M. F. (2017). Strategic intentions guided by individual values: evidence from business owners. *International Journal of Applied Decision Sciences*, 10.1504/IJADS.2022.10043045

Wernerfelt, B. (1984). A Resource-Based View of the Firm. *Strategic Management Journal*, *5*(2), 171-180. http://links.jstor.org/sici?sici=0143-2095%28198404%2F06%295%3A2%3C171%3AARVOTF%3E2.0.CO%3B2-L

Wijaya, E., & Irianto, D. (2018). Analysis Influence of Managerial Competence, Technical Competence, and Strategic Competence on's Performance in Electrical Engineering Company in Bandung. IOP Conference Series: Materials Science and Engineering, 319(1), 12–81.

Zhang, Y. & Ayele, E. Y. (2022). Factors affecting small and micro enterprise performance with the mediating effect of government support: Evidence from the Amhara region Ethiopia. *Sustainability*, *14*(11), 6846.

Appendix A

Managerial Skills Questionnaire

Adapted and Modified Questionnaire from Carpio (2023).

Directions: Read each statement carefully and write a check mark (/) on the columns that contain your answer. Be guided by the following scale: 4 - Strongly Agree; 3 - Agree; 2 - Disagree; 1 - Strongly Disagree

INDICATORS	RESPONSES			
A. Sales and Marketing Operation	**4**	**3**	**2**	**1**
1. The owner uses effective strategies to expand and gain more customers.				
2. The owner has great business ideas and apply them to the operation of the business.				
3. The owner integrates social media as part of their ways in promoting products to the customer.				
4. The owner accounts and records the prospects when they buy items in the store.				
5. The owner stipulates exact and appropriate prices to the products that are visible to the customers.				
B. Technical Skills				
1. The owner is oriented in how to record the sales.				
2. The owner is proficient in using various editing and graphics operator apps that help advertise the business.				
3. The owner has the ability to retrieve and analyze information from different business sources.				
4. The owner knows how to apply business and revenue models to maximize sales and revenue.				
5. The owner uses forecasting activities to come up with the budget plan and product viability.				
C. Time Management Skills				

1. The owner can manage a work-life balance.				
2. The owner sets specific and clearly defined objectives.				
3. The owner sets a deadline to achieve objectives on time.				
4. The owner views time as a precious gold.				
5. The owner is a goal-oriented person in everything that they do.				
D. Decision-Making Skills				
1. The owner wants to know the nature of a specific business before engaging in it.				
2. The owner takes risks if it would benefit the business.				
3. The owner knows how to deal appropriately with their failures, mistakes, and setbacks in operation and take full responsibility.				
4. The owner takes a cheerful outlook towards frustration and failure.				
5. The owner always has the initiative and entrepreneurial spirit.				

Appendix B

Leadership Role Questionnaire

Adapted and Modified Questionnaire from Madanchian & Taherdoost (2019).

Directions: Read each statement carefully and write a check mark (/) on the columns that contain your answer. Be guided by the following scale: 4 - Strongly Agree; 3 - Agree; 2 - Disagree; 1 - Strongly Disagree

INDICATORS	RESPONSES			
A. Intrapersonal Leadership	**4**	**3**	**2**	**1**
1. The owner provides support as and when required.				
2. The owner recognizes the importance of situational factors.				
3. The owner reflects on his/her actions and decision to learn from its experiences.				
4. The owner practice patience and does not react impulsively.				
5. The owner maintains positive attitude despite difficulties in the store.				
B. Interpersonal Leadership				
1. The owner communicates effectively to the trusted employees to ensure they understand the roles and responsibilities.				
2. The owner provide clear and concise instructions when delegating task.				
3. The owner is able to praise and give rewards to deserving persons.				
4. The owner instils confidence in employees.				
5. The owner promotes group identity and culture in an organization.				

Appendix C

Business Performance Questionnaire

Adapted and Modified Questionnaire from Garg, Joubert, & Pellissier (2004).

Directions: Read each statement carefully and write a check mark (/) on the columns that contain your answer. Be guided by the following scale: 4 – Very High; 3 – High; 2 – Low; 1 Very Low

INDICATORS	RESPONSES			
A. Business Growth	**4**	**3**	**2**	**1**
1. The store has experienced an increase in the number of customers over the past year.				
2. The variety of products offered in the store has expanded.				
3. The store has gained more loyal customers since the founding.				
4. The investments in store infrastructure (e.g., renovations, equipment) have contributed to growth.				
5. The store has successfully established its public image among the consumers.				
B. Financial Performance				
1. The store has experienced growth in sales over the past year.				
2. The store has experienced growth in net income over the past year.				
3. The store has sufficient working capital to meet its needs.				
4. Operating expenses are well-managed and kept under control.				
5. The store is financially stable and secure.				

Appendix D – **Informed Consent**

MISAMIS UNIVERSITY
Ozamiz City
College of Business and Management

INFORMED CONSENT FORM

Researchers/Investigators:

Name: BLESSEL JANE M. CEDEÑO, ANGELIE T. PATEÑO, KIMBERLY ANN P. PATEÑO, JOHN ROVIC C. ROSE

Course: Bachelor of Science in Management Accounting

College: College of Business and Management

Email / Contact Number: blesseljane140@gmail.com / 09618284566

angeliepateno099@gmail.com / 09193832106

kimberlyannpateno03@gmail.com / 09390970885

johnrovic10102@gmail.com / 09621574388

Research Title:

SUSTAINABLE BUSINESS PRACTICES AND BUSINESS GROWTH AMONG FAMILY-OWNED BUSINESSES IN MISAMIS OCCIDENTAL

PART I. INFORMATION SHEET	
Introduction	Good day! We are Blessel Jane M. Cedeño, Angelie T. Pateño, Kimberly Ann P. Pateño, and John Rovic C. Rose, the researchers/investigators of the study entitled "Convenience Store Owners' Managerial Skills, Leadership Role, and Business Performance in Ozamiz City" We are BSMA students at Misamis University in Ozamiz City. We will conduct the research with convenience store employees and owners in Misamis Occidental as our participants/respondents. In this vein, we respectfully seek your voluntary participation, being qualified to give your informed consent to participate in this study. Before you decide whether to participate or not in this study, please read the succeeding information about the study and feel free to ask questions anytime should there be anything you do not understand or want to clarify. If you agree to answer the survey questionnaires and interview, you will be asked to affix your name and signature on this form for which you will be given a copy.
Purpose	The purpose of this study is to investigate the impact of managerial skills and leadership roles on the business success of convenience store owners in Ozamiz City, Philippines. Specifically, the study seeks to uncover the proper managerial skills and

	appropriate leadership roles that affect business performance, potentially leading to sustainability, growth, and attainable success. By examining these factors, the research intends to provide valuable insights to convenience store owners, educators, and entrepreneurs, offering practical knowledge and strategic perceptions crucial for transcending inevitable competition.
Type of Research Intervention	This study will be conducted through questionnaires. The research intervention will involve the collection of data through surveys administered face-to-face.
Selection of Participants/ respondents	The selection of the participants/ respondents is based on the following inclusion criteria: (1) Must be the actual owner of the convenience store, not just an employee or family member managing it. (2) Operate the store for at least one year to ensure they have sufficient experience. (3) The convenience store must consist of less than 10 employees. (4) Have an informed consent to participate in the study.
Voluntary Participation	Your participation has to be voluntary and will not affect your situation or status in any way, including your relationship with the researchers. You are free to decide if you will take part or not. If you decide to participate, you are free not to answer any questions that you do not prefer to answer.
Procedure	The participants will be given ample time to answer the questionnaire. The researcher will transcribe the questions to be used for the analysis of the data. The Information and data provided by you as a participant will be utilized for this study alone and will be treated with the utmost confidentiality.
Duration	The gathering of data through the survey forms will last for 1 to 2 hours after you receive the questionnaire.
Risk and Discomforts	The respondents will be protected from physical, social, or economic risks. In case the items in the survey instrument are too personal and make you feel uncomfortable, you may decline to answer any or all questions and may terminate your involvement at any time you choose.
Benefits	Participating in this study will provide valuable insights to the convenience store owners, educators, and entrepreneurs by uncovering the impact of managerial skills, and leadership roles on business success especially on microbusinesses. The findings have the potential to highlight proper managerial skills and appropriate leadership roles that would affect the business' performance in the long-run leading to sustainability, growth, and attainable success.
Reimbursement	There will be no monetary expenses or costs on your part as a respondent, nor any monetary compensation for your participation in this study.
Confidentiality of Data	Only the researcher will have access to the information and responses of the participants. The personal identifying information of the participants will only be used for research analysis and will be treated with the utmost confidentiality. During the study, all data will be kept in a locked. Secure filing cabinet, of which will be discarded 6 months after the publication of the results.
Sharing of Findings	The results of this study will be presented during the research final defense of the researchers. Also, the research findings may be shared through publications and

	conferences with the assurance that the identities of the respondents will remain confidential.
Rights to Refuse or Withdraw	You are free to withdraw or terminate participation at any stage of the study. without the need to give any reason. You will not be penalized in case of termination of participation.
Who to Contact (Kinsa ang Kontakon)	Should there be any queries as a parent, you can contact the researchers through the following details: Name of the Researcher: BLESSEL JANE M. CEDEÑO Cellphone Number/s: 09618284566 e-mail address: blesseljane140 *a* gmail com Name of the Researcher: ANGELIE T. PATEÑO Cellphone Number/s: 09193832106 e-mail address: angeliepateno099 *a* gmail com Name of the Researcher: KIMBERLY ANN P. PATEÑO Cellphone Number/s: 09390970885 e-mail address: kimberlyannpateno03 *a* gmail com Name of the Researcher: JOHN ROVIC C. ROSE Cellphone Number/s: 09621574388 e-mail address: johnrovic10102 *a* gmail com **STATEMENT BY THE RESEARCHERS** **(PAGPADAYAG SA NAGTUON)** I will read the Information sheet to the potential participant. With the best of my ability, I make sure that the participant will understand the questions. I can assure that the participant will be given an opportunity to ask questions about the study, and all the questions raised will be answered fully. I can likewise assure that the participant will not be coerced into giving consent that must be free and voluntary. A copy of this Informed Consent Form will be provided to the participant. Print Name of Researchers: BLESSEL JANE M. CEDEÑO ANGELIE T. PATEÑO KIMBERLY ANN P. PATEÑO JOHN ROVIC C. ROSE

PART II. CERTIFICATE OF CONSENT

This research entitled "Convenience Store Owners' Managerial Skills, Leadership Role, and Business Performance in Ozamiz City" by are Blessel Jane M. Cedeño, Angelie T. Pateño, Kimberly Ann P. Pateño, and John Rovic C. Rose with the in of gathering information and data pertaining to the impact of convenience store owners' managerial skills and leadership role on business performance in Ozamiz City. Since the study involves convenience store employees and owners, I am chosen as one of the participants/respondents.

I have read the foregoing Informed Consent Form, or it has been read to me. I had the opportunity to ask questions, which were subsequently answered fully. I consent voluntarily to be a participant of this study.

Print Name of Participant (Ngalan sa Partisipante): _____
Signature of Participant (Pirma sa Partisipante): _____
Date: [MM/DD/YYYY] _____

If Illiterate

If the respondent is illiterate, a witness who is literate will sign. The respondent will choose him/her and who is without connection with the researcher or the research group to attest this undertaking. The respondent will affix his thumb print.

Thumb mark

_____
Name and Signature of the Witness

Appendix E – **Approved Letter of Consent**

MISAMIS UNIVERSITY
Ozamiz City
College of Business and Management

CERTIFIED: ISO 9001:2015 Quality Management System DNV GL, Australia
ACCREDITED: Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA)

July 16, 2024

To whom it may concern:

Good day!

We are fourth-year students from Misamis University, and we are currently conducting our research under the program of Bachelor of Science in Management Accounting. Our research is titled, **"CONVENIENCE STORE OWNERS' MANAGERIAL SKILLS, LEADERSHIP ROLE, AND BUSINESS PERFORMANCE IN OZAMIZ CITY"**.

The purpose of this study is to investigate the impact of managerial skills and leadership roles on the business success of convenience store owners in Ozamiz City, Philippines. Specifically, the study seeks to uncover the proper managerial skills and appropriate leadership roles that affect business performance, potentially leading to sustainability, growth, and attainable success. By examining these factors, the research intends to provide valuable insights to convenience store owners, educators, and entrepreneurs, offering practical knowledge and strategic perceptions crucial for transcending inevitable competition. Anent to this, we would like to humbly request your approval for the conduct of our study. Rest assured that ethical considerations and health protocols will be duly observed, and the data will be utilized for this research purpose only.
Your approval of this request will be deeply appreciated.

Respectfully yours,

BLESSEL JANE M. CEDEÑO
Student Researcher

ANGELIE R. PATEÑO
Student Researcher

KIMBERLY ANN P. PATEÑO
Student Researcher

Noted by:

DR. EFREN J. BARILIO, CPA, MBA, FriAcc, AFBE
Research Instructor

Approved by:

DR. EFREN J. BARILIO, CPA, MBA, FriAcc, AFBE
Dean, College of Business and Management





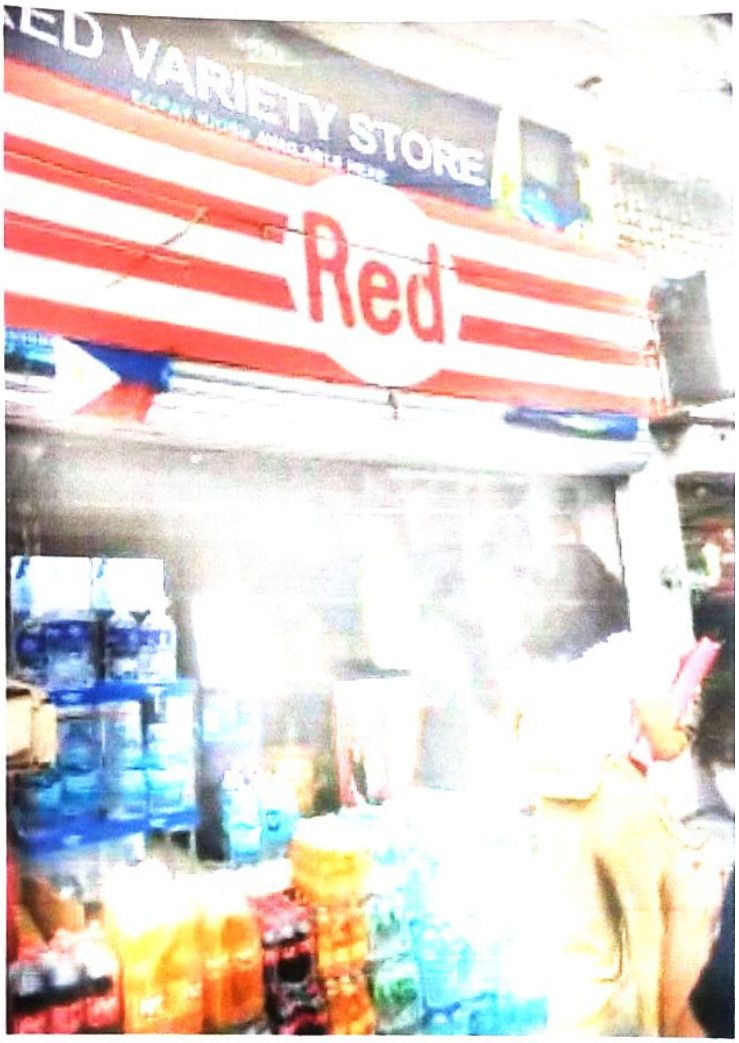

day




YONGA
YONGA






VARIETY STORE
Red

Appendix G – **Statistical Computation**

1. What is the level of convenience store owners' managerial skills in terms of sales and marketing operation, technical skills, time management skills and decision-making skills?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Sales and Marketing Operations	122	1.4	4.0	3.308	.6231
Technical Skills	122	1.2	4.0	3.198	.7494
Time Management Skills	122	2.0	4.0	3.470	.5829
Decision-Making Skills	122	1.4	4.0	3.554	.5696
MANAGERIAL SKILLS	122	1.8	4.0	3.383	.5844
Valid N (listwise)	122				

2. What is the level of convenience store owners' leadership role in terms of intrapersonal and interpersonal?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Intrapersonal Leadership	122	2.0	4.0	3.562	.5247
Interpersonal Leadership	122	2.2	4.0	3.515	.5448
Leadership Role	122	2.1	4.0	3.539	.5297
Valid N (listwise)	122				

3. What is the level of convenience store owners' business performance in terms of business growth and financial performance?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Business Growth	122	1.6	4.0	3.520	.6050
Financial Performance	122	1.4	4.0	3.497	.5971
Business Performance	122	1.5	4.0	3.508	.5965
Valid N (listwise)	122				

4. Is there a significant relationship between convenience store owners' management skills and business performance?

Correlations

			MANAGERIAL SKILLS	Leadership Role
Spearman's rho	MANAGERIAL SKILLS	Correlation Coefficient	1.000	.629**
		Sig. (2-tailed)	.	.000
		N	122	122
	Leadership Role	Correlation Coefficient	.629**	1.000
		Sig. (2-tailed)	.000	.
		N	122	122

**. Correlation is significant at the 0.01 level (2-tailed).

5. Is there a significant relationship between convenience store owners' leadership roles and business performance?

Correlations

			Business Performance	Leadership Role
Spearman's rho	Business Performance	Correlation Coefficient	1.000	.647**
		Sig. (2-tailed)	.	.000
		N	122	122
	Leadership Role	Correlation Coefficient	.647**	1.000
		Sig. (2-tailed)	.000	.
		N	122	122

**. Correlation is significant at the 0.01 level (2-tailed).

6. What is the significant predictor of business performance?

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.087	.232		4.681	.000	.627	1.547
	Sales and Marketing Operations	-.326	.157	-.341	-2.074	.040	-.637	-.015
	Time Management Skills	.268	.348	.262	.770	.443	-.422	.957
	Decision-Making Skills	-.434	.179	-.414	-2.429	.017	-.787	-.080
	MANAGERIAL SKILLS	1.215	.483	1.191	2.514	.013	.258	2.173

a. Dependent Variable: Business Performance

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics: Tolerance
1	Technical Skills	.[b]	.	.	.	.000

a. Dependent Variable: Business Performance

b. Predictors in the Model: (Constant), MANAGERIAL SKILLS, Sales and Marketing Operations, Decision-Making Skills, Time Management Skills

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.752	.329		5.327	.000	1.101	2.403
	Intrapersonal Leadership	-1.067	.654	-.939	-1.633	.105	-2.362	.227
	Leadership Role	1.571	.648	1.395	2.426	.017	.289	2.853

a. Dependent Variable: Business Performance

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Interpersonal Leadership	.[b]	.	.	.	.000

a. Dependent Variable: Business Performance

b. Predictors in the Model: (Constant), Leadership Role, Intrapersonal Leadership

Appendix H – Grammarly Report and Turnitin Results

grammarly Report: Blessel Cedeño

Blessel Cedeño

by Misamis University

General metrics

84,011	11,670	668	46 min 40 sec	1 hr 29 min
characters	words	sentences	reading time	speaking time

Score

99

This text scores better than 99% of all texts checked by Grammarly

Writing Issues

2	✓	2
Issues left	Critical	Advanced

Plagiarism

1 %

67 sources

1% of your text matches 67 sources on the web or in archives of academic publications

Report was generated on Tuesday, Dec 3, 2024, 03:16 PM

Submission ID trn:oid:::28447:7317379

20% Overall Similarity

The combined total of all matches, including overlapping sources, for each database

Exclusions

- 3 Excluded Sources

Match Groups

- 131 Not Cited or Quoted 14%
  Matches with neither in-text citation nor quotation marks
- 70 Missing Quotations 7%
  Matches that are still very similar to source material
- 0 Missing Citation 0%
  Matches that have quotation marks, but no in-text citation
- 0 Cited and Quoted 0%
  Matches with in-text citation present, but no quotation marks

Top Sources

10% Internet sources
0% Publications
19% Submitted works (Student Papers)

Integrity Flags

0 Integrity Flags for Review

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

CURRICULUM VITAE



Name	:	**Blessel Jane M. Cedeño**
Age	:	21 years old
Sex	:	Female
Mobile No.	:	09618284566
Religion	:	Iglesia Ni Cristo

EDUCATIONAL BACKGROUND

College:
Bachelor of Science in Management Accounting
Misamis University
S.Y. 2024-2025

Senior High School:
Accountancy, Business, and Management
Misamis University
S.Y. 2020-2021

Junior High School:
Molave Vocational Technical School
Mabini St., Molave Zamboanga Del Sur
S.Y. 2015-2019

Elementary:
Molave Regional Pilot School
Molave, Zamboanga Del Sur
S.Y. 2011-2015

CURRICULUM VITAE



Name	:	**Angelie T. Pateño**
Age	:	21 years old
Sex	:	Female
Mobile No.	:	09193832106
Religion	:	Kristohanon

EDUCATIONAL BACKGROUND

College:
Bachelor of Science in Management Accounting
Misamis University
S.Y. 2024 – 2025

Senior High School:
Accountancy, Business, and Management
Misamis University
S.Y. 2020-2021

Junior High School:
Clarin Misamis Occidental
Clarin National High School
S.Y. 2018-2019

Elementary:
Canibungan Daku Clarin Misamis Occidental
Canibungan Daku Elementary School
S.Y. 2014 – 2015

CURRICULUM VITAE

Name	:	**Kimberly Ann P. Pateño**
Age	:	21 years old
Sex	:	Female
Mobile No.	:	0939097085
Religion	:	Roman Catholic



EDUCATIONAL BACKGROUND

College:
Bachelor of Science in Management Accounting
Misamis University
S.Y. 2024-2025

Senior High School:
Accountancy, Business, and Management
Misamis University
S.Y. 2020-2021

Junior High School:
Lighthouse Christian Academy
P-2 Bañadero, Ozamiz City
S.Y. 2015-2019

Elementary:
Lighthouse Christian Academy
P-2 Bañadero, Ozamiz City
S.Y. 2009-2015

CURRICULUM VITAE



Name	:	**John Rovic C. Rose**
Age	:	22 years old
Sex	:	Male
Mobile No.	:	09621574388
Religion	:	Roman Catholic

EDUCATIONAL BACKGROUND

College:
Bachelor of Science in Management Accounting
Misamis University
S.Y. 2024-2025

Senior High School:
Accountancy, Business, and Management
Misamis University
S.Y. 2020-2021

Junior High School:
Cong. Hilarion J. Ramiro JR. Memorial National High School
Clarin, Misamis Occidental
S.Y. 2015-2019

Elementary:
Ozamiz Elementary School
Guba, Clarin Misamis Occidental
S.Y. 2011-2015