



**FOOD E-COMMERCE ENTREPRENEURS' LEADERSHIP STYLE,
MANAGEMENT PRACTICES AND BUSINESS OPERATIONAL
EFFICIENCY**

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ABSTRACT

It can be obviously seen that people are purchasing food from online delivery platforms more than before. Because of the significant uptick in demand for online channels to place orders and make deliveries, many food businesses have enhanced their presences through their own websites and mobile apps or by partnering with third-party ones. Despite extensive research on leadership and management across industries, there's a gap in understanding how these apply specifically to e-commerce food entrepreneurship. This present study sought to fill this void by examining how diverse leadership styles and management practices within the e-commerce food sector be effective to key operational aspects and overall business performance. The study used a quantitative approach to conduct the survey. The study used a descriptive-correlational strategy to describe the relationship between variables. From the results, there was effective demonstration of the strength among food e-commerce entrepreneurs in management practices. The results of the study show a significant positive correlation between effective leadership and the performance of food e-commerce businesses. Enhancement of leadership style leads to an improvement in business efficiency. While transactional and transformational leadership have the potential to enhance business performance, transformational leadership has been demonstrated to contribute superior results. The findings of this study will contribute to the development of a theoretical framework that captures the interplay between leadership styles, management practices, and operational efficiency in e-commerce food entrepreneurship. Insights from the study can assist entrepreneurs in making informed decisions regarding leadership styles and management practices align with the unique challenges of the digital food marketplace

.

Keywords: *business operation, e-commerce, leadership style, management practices, online, operational efficiency*

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INTRODUCTION

Rationale of the Study

The rapid evolution of e-commerce reshapes consumer food consumption habits, with a rising number of individuals opting for food purchases through various e-commerce channels, including Business-to-Consumer (B2C) platforms, Online-To-Offline Delivery (O2O Delivery) services, in-store meal services (O2O In-store), and new retail formats (Amir et al., 2020). B2C food shopping entails consumers directly purchasing and paying for food items from business sellers via B2C electronic markets include Amazon.com, JD.com, and Tmall.com and the products are delivered directly to consumers (Mokhtarian et al., 2020).

With the proliferation and advantages associated with online shopping, the trend of buying food online is experiencing unprecedented growth, particularly among Generation X, Millennials, and Generation Z. Generally, consumers have access to a diverse array of websites offering food products from grocery stores and supermarkets, restaurants, food suppliers and distributors, and delivery services providers including Vietnammm.com;Now.vn (Delivery Now);Flyfood.vn (Moon et al., 2019).

It can be obviously seen that people are purchasing food from online delivery platforms more than before. Due to increased demand by the customer on the use of online platforms to place orders and deliveries, many businesses in the food industry have improved on their webpage and applications or contracted others (Manalang et al., 2020). Business operations must consider a digital transformation (Fernández-Rovira et al. 2021).

Cloud kitchens, specifically, have been on the rise in the Philippines within the past few years due to the food businesses' desire to diversify and cut exp by not having a street address. While cloud kitchens continue to gain traction Philippines, there are some of the challenges that affect them. The high competition is one of the major challenges that companies in the food delivery sector face. As online food ordering platforms become increasingly popular, as restaurants and

food companies expand, more and more of them use cloud kitchens to access clients. New entrants have been coming up with new orders making it very hard for the cloud kitchens to differentiate themselves when it comes to order acquisition (Trinidad et al., 2023).

Therein, leaders, while using different styles of leadership, can play a notable role in uplifting the commitment and motivation levels of their subordinates, thus delivering higher customer service (Pahi et al., 2020). Leaders may apply different leadership styles depending on the situation and organizational environment (Al Hinai et al., (2023). Thus, the role of the leadership of e-commerce food entrepreneurs becomes vital because they need to demonstrate a unique set of skills in order to meet these conflicting demands (Pereira et al., 2021).

Most of the current empirical works that try to measure the degree of management of enterprises and the degree to which they impact productivity regard management as a capital or technology that can be adopted and accumulated (Ouédraogo et al., 2023). According to Raj (2020), it is therefore, desirable that managerial that managerial practices can be termed behaviors and roles that share common features with all classes of manager and organizations. Strategic management describes of an organization through the processes and techniques that are effective in companies (Estrellas, 2024). Thus, when management practices have internal controls at their core, these have positive impacts on performance and the organization. Management practices also mediate the relationship between innovation and firm growth (Ouédraogo et al., 2023).

Several studies have emphasized the importance of business operational efficiency in achieving productivity and profitability in different industries. For example, Heskett et al. (2022) observed that operational efficiency entails methods reduction, waste elimination (lean management), work flow enhancement, and output enhancement accompanied by input constraint. McKinsey (2020) defined business operational efficiency as the creation of assets through making constituent

components efficient which comprises of automation and digitalization of the processes, up-skilling employees or labor management and experimentation or innovation culture. Cook (2024) defined business operational efficiency by business process, inventory management, and resource choice. According to Heskett et al. (2022), operational efficiency towards the maximum productivity and profitability of resources, processes, technologies and activity in the food e-commerce business.

Despite extensive research on leadership and management across industries, there's a gap in understanding how these apply specifically to e-commerce food entrepreneurship. The researcher identified an apparent knowledge gap in the prior research concerning food e-commerce. In addition, the preceding research did not address the subject of leadership style, management practices, and business operational efficiency. This encompasses several unexplored dimensions that lately have attracted research attention in other disciplines, such as "Breaking Barriers: The Contribution of Digital Platforms in the Improvement of Food Entrepreneurial Resilience: The Role of Digital Platforms in Enhancing the Resilience of Food Entrepreneurs" (Khatami et al., 2024) and Business Model Innovation through Digital Entrepreneurship: A Case of Online Food Delivery Start-up in India" (Saqib et al., 2023). The gap should be explored further to provide an understanding as to why such is not the case with food e-commerce entrepreneurship (Miles, 2017).

This study sought to fill this void by examining how diverse leadership styles and management practices within the e-commerce food sector can be effective in key operational aspects and overall business performance. The findings of this study contributes to the development of a theoretical framework that captures the interplay between leadership styles, management practices, and operational efficiency in e-commerce food entrepreneurship. Insights from the study can assist entrepreneurs in making informed decisions regarding leadership styles and management practices that align with the unique challenges of the digital food marketplace. Academic institutions can utilize the study's findings to enhance

curricula in business and entrepreneurship programs, ensuring that they are equipped with knowledge relevant to the evolving landscape of the food industry.

Theoretical Framework

This study was anchored on three theories, namely: Full Range Leadership Theory by Maymon et al. (2020), The Resource-Based View Theory by Barney (1991), and the Theory of Constraints: A theory for operations management by Gupta & Boyd (2008).

The Full Range Leadership Theory (FRLT; Bass & Avolio, 2020) has been foundational to workplace leadership for the past three decades (Lord et al., 2020). From this perspective, work supervisors are seen as power-oriented individuals providing the force that shapes group and organisational dynamics (Avolio et al., 2020). In Full Range Leadership Theory, the behaviors supervisors exhibit in their attempts to influence subordinates (leader-follower in the leadership jargon) are often classified in terms of three meta categories or leadership styles: Transformational, transactional and passive leadership styles (Derue et al., 2020). Several meta-analyses show that supervisors employ transformational and, to some extent, transactional leadership behaviours that appear to positively influence subordinates' work-related attitudes and performance (Piccolo, et al., 2020). Trying to provide an account of these results, scholars have suggested that transformational leadership can accomplish intended organizational goals to a greater extent because it does a better job at inspiring subordinates to use their skills and tools in pursuit of a particular objective (Bass et al., 2020).

Specifically, the main goal of this research was to investigate this important yet not very well-studied problem by developing a model based on the self-determination theory of work motivation by Deci and colleagues, (2020) and the Full Range Leadership Theory by Bass (2020). Self – Determination Theory posits a multidimensional conceptualization of motivation differentiating three broad motivational orientations: As specific regulation styles: autonomous regulation (intrinsic and identified regulation based on reasons and volition), controlled

regulation (external pressure and norms), and amotivation (without purpose to perform the behavior). The second research purpose was to illustrate that motivation generalization from the supervisors to the subordinates (Deci et al., 2020) can be, to some extent, accounted for by the leadership behaviours of the supervisors. Available literature is scant regarding the relationship between subordinates' motivation and leadership styles, but some earlier studies showed that transforming leadership is linked to the self-determination of subordinates (Wang & Gagne, 2020), while transactional leadership can be linked to directive subordinates' motivation (Eyal et al., 2020). As leadership can be a function of work motivation, it is logical to posit that effect of motivation on the part of supervisors on that of subordinates is mediated by leadership.

The concepts of transformational and transactional leadership are anchored in Burns's (1978) work on political leadership. To Burns, transformational leaders offer their followers a purpose that exceeds short-term goals and focuses on higher-order intrinsic needs. Based on Burns' conceptualization (Bass, 2020), a typology of leadership behaviors was developed that fits into the broad categories of transformational and transactional leadership. Transformational leaders use four behavioral dimensions to empower, inspire, and encourage followers to maximize their potential (Avolio et al., 2020). Transactional leadership has its theoretical underpinnings on contingent reinforcement theories or what Bass (1985) argues as cost-benefit exchange processes, leadership is seen as a transaction where the leader gets cooperation in exchange for reward (Burns, 2020). It is important to note that even though the transformational and transactional leadership styles are different in concept and practice, the Full Range Leadership Theory does not view them as opposite ends of a continuum. Rather, they comprise two conceptually distinct but related dimensions of leadership that build on one another. (Bass and Avolio, 1994) also identify a lack of leadership, laissez-faire. Supervisors opting for this non-leadership style take a "hands off" approach, characterized by avoiding decision-making and responsibility, neglecting employees, and not monitoring work performance. Laissez-faire leadership bears some resemblance to management by

exception-passive leadership, as both are positioned at the bottom of a hierarchy of effectiveness, highly correlated (Hinkin et al., 1990), and negatively linked with employees' performance and satisfaction (Dumdum et al., 2013). As a result, Avolio et al. (1999) combined the two as "passive avoidant leadership" and used them empirically as a single factor in their multifactor leadership model.

The Full Range Leadership Theory supports this study by elaborating on the different leadership styles of managers and supervisors. Studies on the effects of leadership styles in the workplace are important in that they suggest which styles are more effective in achieving desired organizational outcomes (Bono & Judge, 2003). The theory states that transactional and transformational leadership styles are interrelated yet conceptually separate aspects of leadership that complement one another, while passive leadership style is the degree to which supervisors do not get involved until failure occurs or there are deviations in workflow.

Meanwhile, The Resource-Based View (RBV), often referred to as the "resource-based view of the firm", is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive advantage. Resource-based theory addresses an internally driven approach by focusing on internal organization resources, as opposed to externally driven approaches to understanding the accomplishment or failure of leveraging organizational activities (Kozlenkova et al., 2014). It aims to elaborate on imperfectly imitable firm resources that could potentially become the source of sustained competitive advantage (Barney, 1991).

Lastly, in late developing urban communities, RBV and service RBV frameworks for enhancing and delivering quality of urbanism education (Nation et al., 2020) resources enhance development of superior human capital. When the development of education made the core of the needs of a prosperous society, it becomes even more positive when it finds a place among youths who suffer from educational dropouts in the early stages but bounce back and continue their commitment to continue their studies. In this case, service-RBV application (Lawless et al., 2019; Novikova et al., 2019; Zarifis, 2019; Bhatti et al., 2020;

Mirabent et al., 2020; Dev, 2020; Ahinfu et al., 2021; Di Cataldo et al., 2021; Sobaih et al., 2020; Klein et al., 2021; Steinmetz et al., 2021) in the urban higher education institutions will produce highly credible and competent young people; it should also be an effective tool for providing quality human resources (Altinay et al., 2020; Bhattacharyya et al., 2020) In addition, it will also help organizations be better competitive when having better knowledgeable and skilled employees to carry out tasks more maturely and rationally. It is crucial for the continuity of the organization as well as the competence of the services provided. Perhaps Resource-Based View and the application of Service Resource-Based View through the improvement of urban education Services is the main driver to alter the human capital and quality of education before producing a more knowledgeable society within urban society. The theory of the resource-based view of the firm or resource-based view (RBV) originated from the strategic management field (Lukovszki et al., 2021; Zahra, 2021).

The Resource-Based View theory supports our study as it emphasizes leveraging internal resources and capabilities to gain a competitive advantage. One of the main forces behind resource identification and exploitation is entrepreneurial orientation, which is defined by an active, risk-taking view of innovation and opportunity. Strategic management plays a vital role in aligning resource allocation with organizational objectives, ensuring that resources are deployed effectively to achieve sustainable competitive advantage. Resource allocation strategically improves market relationships, which are critical to comprehending consumer wants and competitive dynamics. A strong computer system is a fundamental tool that helps with information processing, communication, and decision-making. This allows businesses to react quickly to market needs and take advantage of new opportunities.

Finally, the theory which is known as Theory of Constraints identifies the underlying construct "throughout orientation" along with its three dimensions: Mindset, Measures, and Methodology. This paper goes beyond that by showing that the Theory of Constraints can serve as a unifying theory in operations management.

A major contribution of this paper is to demonstrate how existing principles and concepts of Operation Management (sometimes referred to as a tool kit) discussed in the published literature can be viewed as an integrated whole (Section 2). The Theory of Constraints literature that is reviewed here examines the case of managing an already in place process. The guidance provided by the Theory of Constraints for managing processes is at three levels. First, at the highest level, the Theory of Constraints views all operations systems as consisting of a set of interdependent processes where the output of one process is an input to another process or processes. The number and type of interdependencies that exist in a given plant will be a function of product varieties, production processes, and a number of other factors. In any complex system, there are only a few points, the constraints, which have a significant, immediate impact on the whole system (Goldratt, 1984).

In the quest to improve manufacturing performance, a number of broad-based operations management philosophies, e.g. total quality management (TQM), just-in-time (JIT), lean manufacturing (LM), theory of constraints (TOC), and more recently, six sigma (SS) and supply chain management (SCM) have been proposed in the literature and are being implemented in practice. It is widely held that the successful implementation of these philosophies requires systems thinking, functional integration, and flatter organizational structures. From the operations manager's perspective, these practices require managers to work on cross-functional implementation teams and participate in cross-functional decision-making processes (Handfield & Melnyk, 1998). Areas such as marketing, finance, strategy, and organizational behavior are well grounded in theory-development methods, but the need for theory-building, testing, and modification in operations management (OM) has been widely recognized (Meredith et al., 1989). In this paper, the Theory of Constraints is examined as a unifying theory in operations management. A significant number of journal articles have been written: to trace the history of optimized production technology, the predecessor to Theory of Constraints (Goldratt, 1988; Fry et al., 1992) as well as that of Theory of Constraints Gardiner and Blackstone, 1994, Watson et al., 2007); to review the basic concepts of Theory

of Constraints (Ronen and Starr, 1990; Fawcett and Pearson, 1991); to categorize Theory of Constraints concepts and terms (Spencer and Cox, 1995); to review Theory of Constraints literature (Rahman, 1998; Balderstone and Mabin, 1998) and successful applications (Mabin and Balderstone, 2003, Kim et al., 2008); to demonstrate applications of Theory of Constraints in various areas such as SCM, enterprise resource planning, sales and marketing, human resource management (Blackstone, 2001), and strategic planning (Gupta et al., 2004) to highlight its current applications (Gupta, 2003); and to place it among extant operations research/management science methodologies (Davies et al., 2005).

In this Theory of Constraints, it supports the dependent variable, which is the business operational efficiency, by articulating how the different operations management can result in the efficiency of business operations. Based on the framework of this theory, the OM literature, consistency in the operations strategy to the business unit strategy and to other functional strategies such as marketing and human resources is widely stressed. Constraints management extends this concern with consistency, back to the theme of the organization's stated goal of 'making money now, but also in the future' in a way that cannot breach the needed. It has identified the necessary and sufficient conditions for creating a satisfying conditions both to the employees and customers (Goldratt, 1994; Cox et al., 2003; Boyd and Gupta, 2004). The mission statements of many successful organizations bear this goal and necessary conditions in mind. This segment of the Theory of Constraints is a focal objective of the business unit that is shared with the assigned functional area, which will be operations.

Thus, these three (3) theories provide support to explain further that leadership style and management practices are interrelated and play pivotal roles in business operational efficiency. The dynamic interplay between effective leadership and management practices significantly influences how a business achieves its objectives in terms of operational efficiency.

Conceptual Framework

The World Trade Organization (WTO) defines *e-commerce* as a collection of methods designed to receive or place orders and to shop for goods and services in a computer environment (WTO, 2022). In general, e-commerce is defined as the realization of many services that can be realized in the physical environment in the Internet environment (Bulut et al., 2022). *Food e-commerce* refers to business people who create and manage online companies or websites for the purpose of buying or selling food products over the Internet. This type of and foster the use of technology and the digital ecosystem to bring together the producers, suppliers and demand side in trading of food items and delivery (Ghazinoory et al., 2020)

Leadership Style is best described as – the consistent behavior that administrators apply within their work. Interpersonal relationships as a phenomenon includes how they perceive working with other people (Mishra et al., 2023). Organizational leadership skills that may be useful in the management of food e-commerce entrepreneurs are able to and manage all the issues within the industry as well as encourage the teams, and define new possibilities of sustainable success in the business. According to Derue et al., (2020), leadership styles are often classified in terms of three meta-categories or leadership styles: In this paper, communication is categorized as transformational, transactional, and passive.

Transformational Leadership is a theory where by leaders influence and help transform the nature and character of their followers. Action subsidiary of the Transformational Leadership style implemented in the food e-commerce entrepreneurs' deals with the encouragement of employees towards positive change in technology advanced online food market. It is more important than ever to today's technological business environment, where announcements and speed define success in an organisation, (Benmira et al., 2021. It engulfs commitment within the organization, fosters open minded approaches in dealing with problems, and prescribes learning across organizational teams (Humphreys, 2023).

Transactional Leadership is, however, based on the authority of the leader to compel employees towards performing their duties. Autocratic leadership style

that most of the food e-commerce entrepreneurs use is characterized by enhancement of structure, process, and goals to encourage performance. The leader makes sure that he or she spurs on those followers who perform well and punishes the underperforming follower. His type of leadership is fashioned within a framework involving positive and negative reinforcements (Ololube et al., 2023).

Passive Leadership encourages knowledge-hidening behaviors as they do not participate and do not engage in passing information in time (Irum et al., 2020). Passive leadership in food e-commerce entrepreneurs limits the interactions, collaborations, and motivation possibly resulting in knowledge-hiding practices (Chênevert et al., 2015). Hence, passive leadership is certainly linked to knowledge hiding. Both knowledge-hiding and passive leadership have been given very little attention in social sciences.

Management Practices relate to behavior that is associated with managers and their tasks of managing organizations. In this study, management practices refer to the processes, approaches, and strategies that are utilized by the entrepreneurs to operate their online food businesses. According to Lobos et al., 2021, the following areas of management practices are distinguished as a result of the study: strategic entrepreneurship, strategic management, market relationships, and computer systems.

Entrepreneurial Orientation means the commitment to implementation of systematic changes regarding organization and management, renewing and enhancing the market offering, willingness to take calculated risks in applying new and potentially effective solutions to the market (products, services, activities in new markets), as well as being more active than other competitors in terms of capitalizing on opportunities in the market (Lobos et al., 2021). In the study entrepreneurial orientation refers to a mindset, behaviors, and the ability to face challenges in difficult situations.

Strategic Management is that set of managerial decisions and actions that determines the long-run performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation (strategic planning),

strategy implementation, and evaluation and control (Hunger, 2020). In the context of the study, strategic management it involves planning, implementation, evaluation and control to attain business success.

Market Relationships or *relationship marketing* focuses on creating customer value through engagement with customers so that information about consumer requirements and expectations may be gathered on a continuous basis (Hidayat et al., 2023). It involves activities aimed at creating cost and/or a quality advantage, and at the same time trying to customize a market offering and incorporating a choice of these preferences. In e-commerce entrepreneurship, it refers to the engagement between the entrepreneurs and various customers within the food industry.

Computer systems mainly comprises the designing, installation, and assessment of multiple systems software and data (Frachtenberg, 2022). They allow humans to input, process and output data efficiently and systematically (Javatpoint, 2021). IT usage in food e-commerce is based on the application and integration of computer technology to execute various activities that would reach optimal performance to open up new competitive advantage windows.

Business Operational Efficiency on the other hand means the capability of a firm to effectively use the resources it has in order to produce output be it in the form of goods or services. It entails rationalizing operations, cutting out inefficiencies, enhancing flow, and increasing throughput with little or no addition of resources (Heskett et al., 2022). In food e-commerce entrepreneurs' this refers to the optimization and utilization of resources, processes, and technology to the ultimate level of productivity and profitability in the digitalized food market. Resource utilization, business processes, inventory management, labor management, and lean management are the components that affect the operational efficiency of the business.

Resource Utilization could be defined as the level of resource consumption required to complete various activities (Saviom, 2023). As applied to the food e-commerce business model, entrepreneurs' resource management is the way that

specific resources are deployed to meet the demand of the consumers, and to satisfy the operating needs of the business. The tangible or intangible financial, human, intellectual organizational, and physical entities available to the firm that allow it to increase its competitive advantage are referred to as *resources*. Operational efficiency involves using resources such as labor, raw materials, equipment, and time in an optimal manner. Waste means inefficiency within a business process, so it is crucial to actively search for such inefficiencies and correct them.

Business process can be defined as all the activities of an organization together with the roles, resources and policies necessary to provide a product and service to either an external or internal consumer (Iden 2020). In some cases, it is a multi-faceted process, and it is far more than a series of behaviors (Becker et al. 2020). In this study, business process means a methodical sequence of all business activities that characterize any commercial organization. A major aspect of operation efficiency is the certainty that all business processes are managed effectively and properly. Optimised business activities should in most instances be more streamlined, less repetitive, free of redundant processes and errors.

Inventory Management involves determining the right quantities to order and hold at a given time because of the associated costs (Afrifa et al., 2020). Inventory Management for food e-commerce entrepreneurs refers to the efficient management of stocks to ensure the availability of products that meet production demand while minimizing inventory wastage. Proper inventory management will avoid unnecessary costs and ensure the availability of the right items when needed.

Labor Management refers to the process of efficiently organizing and overseeing the workforce within an organization to maximize productivity, minimize cost, and ensure compliance with labor laws and regulations (Sanchez et al., 2018). In this paper, labor management of the food e-commerce entrepreneurs entails the processes of assigning, coordinating, directing and monitoring human resources. *Labor* means any valuable service rendered by a human agent in the production of wealth other than accumulating and providing capital or assuming the risks that are a normal part of business undertakings. Ensuring that the workforce

is organized at a high level of productivity and placed in positions that match their skills will help improve operational efficiency.

Lean Management is a multiple interacting systems – social and technical system that is principally concerned with the goal of eradicating or at the least, reducing (Almani, 2020). In the context of food e-commerce, entrepreneurs' lean management is a framework that reduces excessive input and looks for ways to make greater use of customer input in an effort to optimize the business. Lean management is an organization development tool that addresses the fundamental causes of low productivity in an enterprise, fosters the construction of new extended management systems and capabilities for the enterprise to implement new processes and effectively engage leaders and staff to constantly improve a portion of what they do daily. (Shaturaev, 2021).

Leadership plays a major role in success, at the business level (Borini et al., 2023). Leadership is considered as an important component that determines the organizational performance. However, there has been a trend to recognize the imitate, human capital, and organization management (Benmira et al., 2021). Leaders (managers) are the ones who set the direction of organizations as they define the work to be done and the roles required and ensure that the structures are in place for the whole organizational team (Humphreys, 2021). Adhikari (2021) suggested that all strategies and practices must be accompanied by knowledge management to gain a competitive advantage in the modern corporate world. Against such competition with ever emerging situations internationally, organizations realized that, knowledge in the organisation is an ongoing commodity. The concept of operational efficiency is an organizational goal on how best to achieve the best results given the available resources (Ahsan et al., 2023). Over efficiency has a considerable value in the context of the MSMEs as such organizations and business structures have to be efficient with their scarce resources and capital in order to achieve the business goals and objectives and become sustainable and viable organizations (Tambunan et al., 2022).

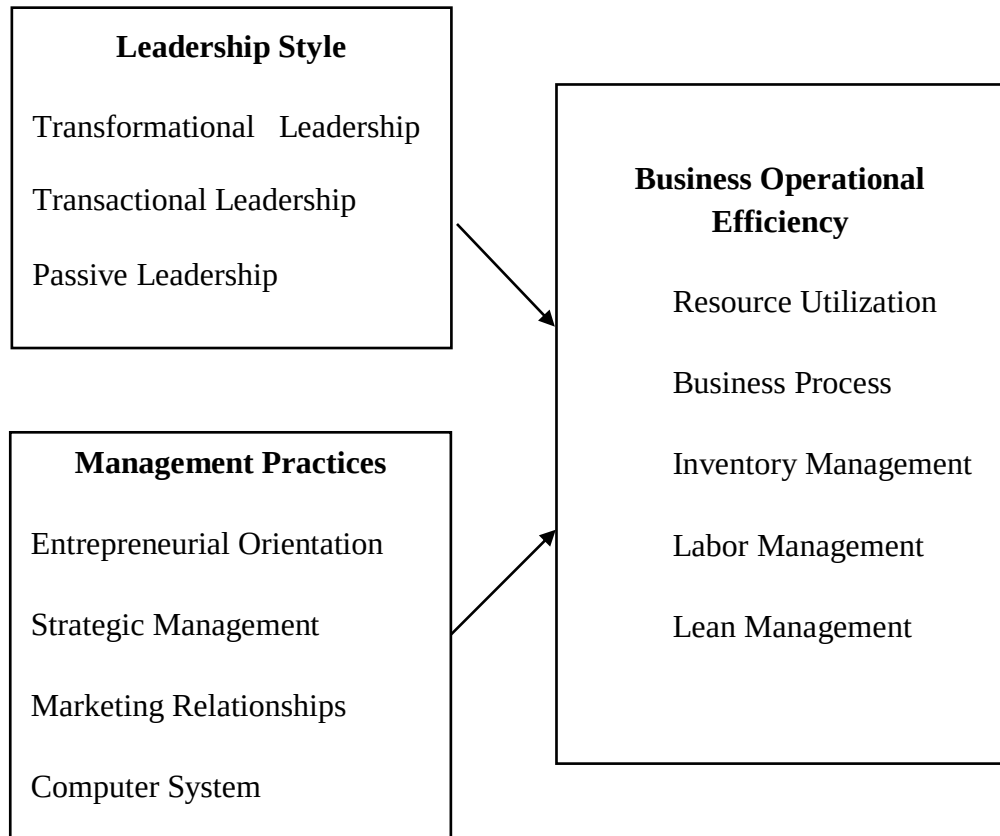


Figure 1 Schematic Diagram of the Study

Statement of the Problem:

This study was used to describe the significant relationship between food e-commerce entrepreneurs' leadership style, management practices and business operational efficiency. Specifically, this study sought to answer the following research questions:

1. What is the demographic profile of the respondents in terms of educational background, form of business ownership, number of years in business operation, number of employees and store set-up in terms of accepting dine-in, purely delivery or both?
2. What is the food e-commerce entrepreneurs' level of leadership style implementation in terms of transformational leadership, transactional leadership and passive leadership?
3. What is the food e-commerce entrepreneurs' level of management spractices implementation in terms of entrepreneurial orientation, strategic management, market relationships and computer system?
4. What is the food e-commerce entrepreneurs' level of business operational efficiency in terms of resource utilization, business processes, inventory management, labor management and lean management?
5. Is there a significant relationship between leadership style and business operational efficiency among food e-commerce entrepreneurs?
6. Is there a significant relationship between management practices and business operational efficiency among food e-commerce entrepreneurs?
7. Is there a significant difference between food e-commerce entrepreneurs' business operational efficiency when grouped according to profile?

Null Hypotheses:

HO1: There is no significant relationship between leadership style and business operational efficiency among food e-commerce entrepreneurs.

HO2: There is no significant relationship between management practices and business operational efficiency among food e-commerce entrepreneurs.

HO3: There is no significant difference between food e-commerce entrepreneurs' business operational efficiency when grouped according to profile.

Significance of the Study

This study aimed to scrutinize the relationship between leadership style and management practices and how this affects the business operational efficiency for food e-commerce entrepreneurs' in Misamis Occidental. Studying the different leadership styles and management practices of entrepreneurs' in the lenses of their employees to know the most effective way to have an efficient business operations. Additionally, this study provided guidance to aspiring and current business owners on how to run their business efficiently, which is beneficial to the business and its workers.

RESEARCH METHODOLOGY

Design

This study used a quantitative research approach as it involved conducting a survey to collect information and analyze the results from the respondents. This approach is known as quantitative since the research data is numerical and the statistical analysis is performed. Data was collected by questionnaires and afterwards the collected data was processed by using statistical tools. Quantitative research as defined by Sugiyono (2013) is research conducted in accordance with the positivism paradigm about specific populations or samples, using research instruments to collect data, and using statistical data analysis to test research hypothesis. The study employed a descriptive-correlational strategy. Methods used in descriptive-correlational research include surveys, questionnaires, observations, and analysis of previously collected data. Finding patterns, trends, or correlations between variables is helpful since these might guide further study or appropriate solutions. The descriptive method entails describing the traits or actions of a population or phenomena that are being studied. The correlational approach in this method examines the degree of relationship between variables. The degree and direction of the association between two or more variables are measured by correlation. It indicates that in one variable can be associated with an increase in another in such a way that does not prove casualty (Lathom & Radocy et al., 1995). This design is suitable for the study as it evaluates the relationship between Food E-commerce Entrepreneurs' leadership style, management style, and business operational efficiency.

Locale of the Study

The study was conducted in Misamis Occidental among Food E-commerce Entrepreneurs. Misamis Occidental is a province in the Northern Mindanao region of the Philippines known for its rich agricultural resources and natural beauty. With a growing digital economy, the province has seen an increase in online businesses, particularly in the food e-commerce sector. As a result, many entrepreneurs

emerged in Misamis Occidental, utilizing e-commerce platforms to market and sell food products. The province's strategic location and access to technology have made it an ideal hub for food e-commerce businesses to thrive. This research sought to establish the leadership and management practices of these food e-commerce entrepreneurs in Misamis Occidental as well as their business operational efficiency in the e-commerce marketplace.

Respondents of the Study

The respondents were the food e-commerce entrepreneurs' employees in Misamis Occidental, which was the setting of the research study. Among the 377 identified food entrepreneurs, only 321 was sampled as our respondents since some of the food e-commerce businesses operate for less than one (1) year. The respondents were selected by convenience sampling. The following criteria were used for qualifying the respondents: (1) they must be registered and unregistered online food businesses; (2) they must operate for not less than one (1) year; and (3) they must have an informed consent to participate in this study. The respondents understood the nature of their participation by reading and explaining to them the terms and conditions specified in the informed consent.

Data Gathering Instruments

A, *Leadership Style Questionnaire*. This study employed a four-point Likert scale questionnaire developed by the authors based on a standard questionnaire by Heyns and Nixon (2020). The questionnaire comprises three (3) constructs: Transformational leadership, Transactional leadership and Passive leadership. It has fifteen (15) indicators.

To determine the level of leadership style among the food e-commerce entrepreneurs, 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	1.0 – 1.74	Very Low (VL)

B. Management Practices Questionnaire. A questionnaire with a four-point Likert scale was adapted and modified from Lobos, K. & Wojciech, M.(2021). There are four (4) constructs in this questionnaire: Entrepreneurial Orientation, Strategic Management, Market Relationships, and Computer Systems. It has twenty (20) indicators.

The following scale was used to assess the management practices of food e-commerce entrepreneurs:

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	1.0 – 1.74	Very Low (VL)

C. Business Operational Efficiency Questionnaire. A four-point Likert scale questionnaire was adapted and modified from Feng and Chen (2022). This questionnaire comprises five (5) constructs: Resource Utilization, Business Process, Inventory Management, Labor Management, and Lean Management. It has twenty-five (25) indicators.

To determine the level of business operational efficiency among the food e-commerce entrepreneurs, 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	1.0 – 1.74	Very Low (VL)

Data Gathering Procedure

In the course of the study, the researcher applied for a letter of consent from the Dean of College of Business and Management. To collect data, it was an essential step to determine and define e-commerce companies that provide online services. After that, the Google Form was used to present the questionnaire concerning leadership, management type, and business organization efficiency, to several businessmen. The participants were asked to give consent before answering the different questions that were given to them via online and offline surveys. Upon completion, the researcher retrieved the data and proceeded to organize, tally, and evaluate it using statistical methods to provide insights into the aspects above.

Statistical Treatment

The following statistical tools were used to analyze and interpret the data collected in this research:

Mean and Standard Deviation were used to measure leadership style, management style, and business operational efficiency.

Pearson Product- Moment Correlation Coefficient was used to determine the depth of the relationship among the variables: leadership style, management style, and business operational efficiency.

F-test and T-test were used to determine the significant difference among food e-commerce food entrepreneurs' business operational efficiency when grouped according to their profile.

Ethical Considerations

A subject has the right to decline participation at any point and to withdraw his or her consent after agreeing to a set of conditions for participation and signing the consent form. Authorized permission was sought and provided to the respondents to give them information on the purpose and they volunteered to participate in the study. The participants had the option not to participate at all or withdraw from the study without any repercussions with the researcher in this study. Participants availed the opportunity to review information entered and excluded part or the entire data collected throughout the study and any response to refusal or withdrawal from the study.

Also, consent letter was used to enable those respondents of a legal age to comprehend these important information they would otherwise not comprehend. Such information contains the advantage, consequence, and official recognition of engaging in the study before agreeing or disagreeing to respond to the interview questions and be a part of this research. A word of classy observation was maintained to ensure that the respondents remain absolutely anonymous in order to safeguard their personal details when responding to this study. Consequently, their names have not been disclosed to the readers but were referred to by numbers. The results of the survey were presented numerically and were labeled: Respondent 1, Respondent 2, etc.) to depict their answers on the elements of their leadership and management style and their ideas on business operational efficiency.

Due credit was taken, accurate sources were used, and results were made clear, research reports and information were properly and accurately interpreted. This research maintained standards and academic reputation of an institution for a safe and ethical research practice.

RESULTS AND DISCUSSIONS

Demographic Profile of the Respondents

Table 1 shows the summary of respondents based on educational attainment, type of business ownership, number of years in operation, number of employees and store setup either for dine-in or purely delivery and both. In terms of Form of Business Ownership, the category of "Sole Proprietorship" garnered 60.70%, "Partnership" had 30.50%, "Corporations" had 4.70%, and "Cooperatives" had 4.0%. Additionally, in terms of Educational Background, "College Graduate" had 19.60%, "College Undergraduate" had 38.0%, "Senior High School Graduate" had 19.0%, and "High School Graduate" had 23.40%. Moreover, with regard to the Number of Years in Business, the category that ranges "1-3 Years" comprises 45.50%, "4-6 Years" had 40.50%, "7-10 Years" had 10.30%, and "11 Years and Above" gathered 3.70%. Furthermore, in regards to number of employees, it shows 48.0% in the ranges of "1-5 Persons", 28.0% in "6-10 Persons", 14.30% in "11-15 Persons" and 9.70% in the range of "16 and Above". In terms of the Store set-up, it comprises 22.0% in terms of "Dine-In," 29.60% in "Purely Delivery," and 47.70% in "Both."

A total number of 321 respondents were interviewed in the Province of Misamis Occidental. The biggest form of business ownership that the respondents mentioned is a sole trader with 195 respondents and 60.70% of the overall respondents. Next, 98 respondents and 30.50% of the total number of respondents are in the category of partnership while only 15 respondents answered the category for corporations and only 4.70% of the total respondents. Cooperatives got 13 respondents and 4.0% of the total respondents. As for educational attainment, majority of the respondents are college undergraduate students with a frequency of 122 and percentage of 38.0% of the respondents. High School Graduate with a number of respondents of 75 and a percentage of 23.40% of the total respondents. College Graduates ranked third in the respondent's profile 19.60%, according to 63 participants. Senior High School Graduates have the lowest number of respondents, comprising 61 respondents and 19.0% of the total respondents. In the Demographic

Profile regarding the number of years in business operation, 1-3 years was responded by 146 number of respondents representing 45.50%. The range of 4-6 Years has the second largest frequency of 130 respondents and has a percentage of 40.50% of the total respondents. 7-10 has 33 respondents that comprises 10.30% out of the total respondents. The range of 11 years and above has 12 respondents, which comprises 3.7% of the total number of respondents. In terms of number of employees, the range of 1-5 persons encompasses 154 respondents, or 48.0% of the total number of respondents. The range of 6 -10 persons has the second largest frequency of 90 respondents and has a percentage of 28.0% of the total respondents. 11 -15 persons had 46 respondents, which garnered 14.30% of the total respondents. The range of 16 persons and above has 31 respondents, comprising 9.7% of the total number of respondents. Lastly, in terms of store set-up, both have the largest number of respondents, with 153 respondents, which garnered 47.70% of the total number of respondents. This means that the business has a physical store that can cater to its customers, both dine-in and delivery. Purely Delivery had 95 respondents, with 29.60% of the total number of its respondents; while, Dine-in with 73 respondents and 22.70% of the total number of respondents.

Every organization should be concerned with the management of demographic factors at work since their dynamism, attitude toward work, and movement are important in organization management. The efficiency and effectiveness, as well as the general well-being of an employee, can be under threat due to demographic failures. Personal factors such as age, gender, educational level, tenure or working experience, job level, and monthly salary are considered demographic variables (Oyewole and Popoola 2015); Amegayibor, 2021). According to Anochiwa (2021), human capital development has emerged as a critical component of any country's economic growth in the modern era. The human capital theory postulates that human capital includes more than just education, knowledge, training, and development but also includes other characteristics that have a degree of influence on an organization's productivity, growth, expansion, and employee performance.

The findings also reveal that age and department have an impact on employee absenteeism. Again, the result shows that age, education, and tenure, respectively, influence employees' output. However, some demographic factors have no relationship with employees' performance, absenteeism, or production (Amegayibor, 2021). The detailed findings indicate that characteristics such as education level, business ownership, business operation experience, number of employees, and type of retail setting have distinctive impacts on the operational efficiency of a business.

Table 1. Demographic Profile of the Respondents (n=321)

Category		Frequency	Percentage
Forms of Business Ownership			
	Sole proprietorship	195	60.7
	Partnership	98	30.5
	Corporations	15	4.7
	Cooperatives	13	4.0
	Total	321	100
Educational Background			
	College Graduate	63	19.6
	College Undergraduate	122	38.0
	Senior High School	61	19.0
Graduate	High School Graduate	75	23.4
	Total	321	100
Number of Years in Business Operation			
	1 – 3 Years	146	45.5
	4 – 6 Years	130	40.5
	7 – 10 Years	33	10.3
	11 Years and Above	12	3.7
	Total	321	100
Number of Employee			
	1 – 5 Persons	154	48.0
	6 – 10 Persons	90	28.0
	11 – 15 Persons	46	14.3
	16 and Above	31	9.7
	Total	321	100
Store Set-up			
	Dine - In	73	22.7
	Purely Delivery	95	29.6
	Both	153	47.7
	Total	321	100

Level of Leadership Style

Table 2 shows the level of leadership style implementation of food e-commerce entrepreneurs in terms of transformational, transactional, and passive leadership styles. The overall weighted mean of $M=3.507$ and standard deviation of $SD=.3202$ are interpreted as very high. The level of implementation for “transformational leadership style” is very high ($M=3.556$ and $SD=.3935$); while, “transactional leadership style” is very high ($M=3.516$ and $SD=.3695$), lastly, “passive leadership style” is very high ($M=3.449$ and $SD=.4559$).

Table 2 authors the level of leadership that was established concerning the food e-commerce based on the 321 employees selected by the respondents among the employees of food e-commerce entrepreneurs. This research was administered among the Province of Misamis Occidental among respondents, both online and offline structured questionnaires with the constructs and indicators as follows below. The highest-rated variable is “transformational leadership style,” with a 3.556 and $SD=0.3935$, which indicates a very high level of implementation. It suggests that they have the skills and qualities that are essential to effectively leading their businesses and supporting long-term success. Additionally, “transactional leadership style” has a weighted a mean of 3.516 and $SD=0.3695$, indicating a very high level of implementation. This shows that entrepreneurs actively guide their employees by emphasizing rewards and punishments. Lastly, “passive leadership style” received a weighted mean of 3.449 and $SD=0.4559$, reflecting a very high level of implementation of leadership style. This indicates that entrepreneurs passively influence the outcomes and behaviors of their employees.

Previous studies have scrutinized diverse leadership styles, along numerous studies conducted on leadership style models long time ago, such as contingency, behavioral, trait, and situational theories. However, the investigations that connect leadership to the use of technologies like e-commerce in organizations are scarce (Al-Junaibi et al., 2022). This implied that leadership success is a success ingredient that contributes to success in businesses (Al Hinai et al., 2023). Leadership has a

part to the success of the business and the leaders who effectively lead the business. Leadership can also be adopted in different styles and all these styles can be implemented depending on the environment of the organization. A leader may apply all styles, but one style is usually the dominant one because leadership is understood as social influence that seeks the participation of subordinates in achieving organizational goals (Abdulwahab et al., 2023).

Furthermore, good leaders are able to shape and encourage organizational members to enhance the positive organizational culture using its capacity and impact the performance and productiveness of the employees (Setyawati et al., 2019). The kind of leadership that leaders display will determine the business performance; passive leaders are detrimental to their businesses. They should be in a position to decide the course that a business will undertake in the future through the formulation, implementing, and evaluating of strategies (Do et al., 2020).

Transformational leaders assess all the capacities and opportunities of every subordinate to perform the work by considering the probability of increasing the capability of subordinates in the future (Bastari et al., 2020). Transformational leaders achieve organizational goals by creating a vision for the future of the organization and inspiring employees to be part of that vision and make it a reality (Abdulwahab et al., 2023). Leaders who set an excellent example for their employees are considered idealized influences. Managers who inspire employees to support the organization's vision are called inspirational motivators. Managers who encourage inventiveness and creativity by challenging a group's accepted assumptions or viewpoints are considered intellectually stimulating. Managers who coach and mentor their employees have individual concerns in mind (Al Hinai et al., 2023). Jensen et al. (2020) explained that leaders are likely to boost their companies' performance by giving a sense of the company mission and becoming role models. Transactional leaders are seen as outcome-based types of leadership. It looks to be a trade of resources, whether monetary or non-monetary, between followers and leaders (Thapa, 2022). Transactional leaders also have a lot of urge to get right behaviors from the followers in order to enable them achieve set

objectives. In such way that lecturers can get their performance and duties in implementing their professional tasks (Purwanto et al., 2020), which can be supported by the transactional leaders (Angriani et al., 2020). Evasive leaders shift their responsibilities and do not engage to their employees. They do not handle employee relations and business issues as they should until the problem has escalated to the next level. This makes it nearly unfeasible to build or model positive behaviors in a business environment (Wang et al., 2021). Passive leaders are known for neglecting workplace problems, avoiding decisions, and inadequately managing to represent or reinforce appropriate behavior (Harold & Holtz, 2015). Passive leaders takes only a step in to a meeting and gets involved only when work problems are acute than probable to neglect action about any work matters. The literature highlighted above support the position of Chenevert et al. (2013) who claimed that passive leaders might influence the work climate by having inadequate interpersonal relations with subordinates. They also point out that the authors mentioned that is in companies that have supervisions who are not actively involved in leadership process and who do not pay any attention to the machinist side of the employees and who do not encourage supportive behavior that can give positive messages and can be felt by the employees as the path towards the achievement of the oaks and satisfaction (Bergman et al., 2020). Therefore, food e-commerce is a highly significant field in the entrepreneurial environment as leadership shapes its success. Variations in leadership corporations, for example, transformational and transactional leadership, may affect how these business people encourage their subordinates, implement applied technologies, and procure organizational purposes.

Based on the results of the study, transformational leaders inspire their employees by creating a clear vision and encouraging creativity, which is essential in the fast-changing e-commerce landscape. Transactional leaders on the other hand focus on meeting specific goals and maintaining consistent performance, which is also vital for running a successful business. On the other hand, egocentric leaders who lag behind and do not accept the blame or handle problems, will demoralize

and ultimately slow down teams. In the case of food e-commerce businesses, leadership behaviors that are effective and well practiced may increase satisfaction of employees and boost performance of the business. Hence, knowledge of efficient leadership strategies could assist food e-commerce business owners to overcome difficulties and appropriate potential in the turbulent internet selling environment.

Table 2. Leadership Style

Constructs		M	SD	Interpretation
Transformational Leadership Style		3.556	.3935	Very High
Transactional Leadership Style		3.516	.3695	Very High
Passive Leadership Style		3.449	.4559	Very High
Leadership Style		3.507	.3202	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 Management Practices

The descriptive statistics indicate that food e-commerce entrepreneurs exhibit high levels of management practices across all measured constructs, with the overall weighted mean for management practices of $M=3.515$, and with a standard deviation of $SD=0.3284$. "Strategic management" has the highest-rated variable with $M=3.546$ and $SD=0.3849$; while, "entrepreneurial orientation" with $M=3.522$ and $SD=0.3997$. Additionally, "market relationships" with $M=3.497$ and $SD=0.4090$, and lastly, "computer system" with $M=3.496$ and $SD=0.3896$.

This means that food e-commerce entrepreneurs have a very high level of compliance/assessment of the management practices in managing the business. This indicates high levels of entrepreneurial orientation, strategic management, market relationship and computer system among the respondents and this suggest efficient management strategies in this sector.

Many studies stand in favor of these observations. The same applies to entrepreneurial practices where a study among e- businesses got an average score

of 3.6 in entrepreneurial orientation as noted in the literature review done by Smith (2021). Likewise, Johnson (2020) found significant differences for e-commerce success for the mean value of 3.5 on management practices, and specifically strategic management. By comparing these findings to the current study, we embrace Smith and Johnson findings as they are consistent with this research enjoying sound management practices in food e-commerce.

Since food e-commerce entrepreneurs have very high levels of management practices, it is likely that these people use specific effective management practices contributing to the business sustainability and competition. This could help improve the market performance and other factors that directly affect the customers, re-emphasizing the need for creating new strategies in the ever dynamising marketplace of e-commerce.

Table 3. Management Practices

Constructs	M	SD	Interpretation
Entrepreneurial Orientation	3.522	.3997	Very High
Strategic Management	3.546	.3849	Very High
Market Relationships	3.497	.4090	Very High
Computer System	3.496	.3896	Very High
Management Practices	3.515	.3284	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 Operational Efficiency

Table 4 presents the food e-commerce entrepreneurs' level of business operational efficiency in terms of resource utilization, business process, inventory management, labor management, and lean management. The overall weighted mean for business operational efficiency is $M = 3.487$, with a standard deviation of $SD = .3129$, interpreted as very high. The level of "resource utilization" is $M = 3.498$ and $SD = .3722$. The level of "business Process" is $M = 3.465$ and $SD = .3947$, followed by "inventory management", with $M = 3.494$ and $SD = .3895$. The level of "labor-

management" is $M=3.531$ and $SD=.4093$. Lastly, the level of lean management" is $M=3.448$ and $SD=.4397$. All of these constructs are interpreted with a very high level of implementation.

The table illustrates an overview of the food e-commerce entrepreneurs' level of operational efficiency in business as assessed by the employees. The highest-rated variable is "labor management," with an $M= 3.531$ and $SD= .4093$, which indicates a very high level of implementation. This suggests that entrepreneurs have an effective labor management method. Moreover, "resource utilization" received a weighted mean of 3.498 and $SD= .3722$, reflecting a very high implementation. This shows that these food e-commerce entrepreneurs utilized resources effectively.

Furthermore, "inventory management" garnered a weighted mean of 3.494 and $SD= .3895$, which is also interpreted as very high. This suggests that they have active management in their inventory. In addition, "business process" shows a weighted mean of 3.465 and $SD= .3947$, showing a very high interpretation. This means that entrepreneurs are efficient in terms of business processes. Lastly, "lean management," with a weighted mean of 3.448 and $SD= .4397$, is also interpreted as very high. This result indicates that they have impressive results in practicing lean management.

Several researchers have opined that E-commerce literature offer a preview into numerous latest understanding on the proper running of online firms. Since the business environment is constantly evolving, it is necessary to address the administrative benefits of the matrix and other forms and usage of applications of e-commerce technologies, as well as define the suitable meaning for each in the process of business effectiveness. Indeed there are several literature review studies conducted on ecommerce. Using data compiled by Statista, it was estimated that in Saudi Arabia, 90 percent of people had the use of internet by 2021. these same statistics also show that about 80% of people involved themselves in one form of online shopping or another. It explored the features that are compulsory to include in any advertisement campaign to gain. E-commerce after implementing

information technology since it serves as one of the major applications employed to enhance the outcome of the technology implementation. As Hallikainen and Laukkanen (2018) explained the role that culture plays in convicting in e-commerce. Maybe, the nationwide culture can almost always define the perceived trust. Alkhalil (2028) also supported the arguments to note that the Saudi businesses have realized the role of e-commerce in increasing the consumer confidence as the technologies sparked the functions of players in the organization. Consumer also like it when firms have improved online processes that facilitate quick and efficient services delivery in the kingdom of Saudi Arabia (Almtiri et al., 2021). Today, electronic commerce is thought of as phenomenal as its powerful concept and processes have profoundly changed the present life. For many, business electronic commerce has become a priority (Nanehkaran, 2013; Abdulaali et al., 2019). Electronic commerce has opened doors to business organizations. It provided them with opportunities to further improve and advance the prevailing market position by delivering an inexpensive, more operational distribution sequence for their products and services (Abbas et al., 2021).

Furthermore, organizations have been implementing lean practices for years and while some have obtained gains, many realize that these gains are often temporary- that is because lean practices consist of many small improvements initiatives. In that way the managers and workers manage. Lean Management encompasses a top to bottom approach, because people through lean management affect process enhancement and focus on eliminating causes underlying organizational inefficiency and on developing management systems and capacities to accommodate new process paradigms, involving leaders and staff to sustainably enhance a part of everyone`s day to day activity. This system is in accordance to the concept of performance improvement of the work process with and aim to completely eradicate all forms of loss while at the same time enhancing production focus towards consumption needs. The primary element of lean management is the construction customer value (Bekimbetova, 2020).

In conclusion, operational efficiency in business can be achieved through an effective business process, labor management, inventory management, resource utilization, and lean management. The results indicate that a number of food e-commerce entrepreneurs of Misamis Occidental are efficient in business operations and are conducting these variables that result in efficiency.

Table 4. Business Operational Efficiency

Constructs	M	SD	Interpretation
Resource Utilization	3.498	.3722	Very High
Business Process	3.465	.3947	Very High
Inventory Management	3.494	.3895	Very High
Labor Management	3.531	.4093	Very High
Lean Management	3.448	.4397	Very High
Operational Efficiency	3.487	.3129	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 Leadership Style and Business Operational Efficiency

The relationship between leadership style and the operational efficiency of food e-commerce businesses are also revealed in Table 5 at highly significant levels. Moreover, the Correlations r-value of leadership style and business operational efficiency indicate a strong positive correlation of 0.357**, and a P-value of 0.00 indicates a highly significant relationship.

In support of these claims, Jaroliya (2022) posited that the various approaches of leadership might impact on business performance. Furthermore, using the hypothesis tests, positive, significant, and sufficiently robust outcomes are established on the relationship between the leadership styles (transformational and transactional) and business performance. It implies that as the level of both transformational and transactional leadership increases, the level of business performance also rises. It even implies that the performance may vary depending

on the type of leadership. Transformational leadership is 31% more related to business performance than transactional leadership and passive avoidant leadership. Based on the hypotheses tests, positive, significant, and strong enough relationships are found between leadership styles (transformational and transactional) and business performance. This means that as the level of leadership styles (transformational and transactional) increases, the degree of business performance also increases. Different leadership styles may affect performance. Transformational leadership is significantly more related to business performance than transactional leadership and passive-avoidant leadership. It has been determined that of the three types of leadership, transformational leadership is therefore found to be suitable most in defining business success. In this sense, organizations need to have effective management that will be able effectively and efficiently guide people onto the right direction in order to accomplish its mission/vision and or be loyal to paradigm and ethos of an organization. Leadership style practiced by an organization has an impact on the success or otherwise of its operations. Leadership style in an organization is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Leadership style helps the organization to achieve its current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done (Akpaprep J et al., 2019).

In conclusion, organizational leadership style is essential to its success in the food e-commerce market. According to the research, executives who use transformational leadership techniques have a higher chance of producing superior corporate results. This strategy not only encourages employees but also links their efforts with the organization's goals. The research supports the premise that strong leadership is critical for boosting operational efficiency and overall success.

Table 5. Significant Relationship between Leadership Style toward Business Operational Efficiency

Variable	r-value	p-value	Interpretation
Leadership Style and Operational Efficiency	0.357**	0.000	Strong 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 Management Practices and Business Operational Efficiency

The table below shows a strong positive correlation between management practices and operational efficiency, as reflected by a p-value of 0.000 and an r-value of 0.530**. The t-value indicates that as college professors' money attitudes increase, their investment decisions also tend to grow. Moreover, the p-value provides strong evidence that the observed correlation is unlikely to be due to chance. This means that the professors' correlation between money attitudes and investment decisions is not just random variation.

A study supports that firms utilized management practices to direct, support, and motivate individuals to perform their specific organizational roles. Management practices therefore deal with a vast of volume of heterogeneous information, which predominantly adopt the form of rules, routines, documentations, and formalized structure (Child & Mansfield 1972; Bagnoli & Vedovato 2014; Centobelli et al. 2017). In a recent burst of empirical studies, it has emerged that 'best' management practices enhance firm productivity (Aboelmaged 2014; Hanna and Jackson 2015). For example, Bloom and Van Reenen (2007) and Bloom et al (2011) focused on Product market competition among other areas when

assessing the extent to which firms in the United States, Britain, Germany and France adopted best management practices. Some of them pointed that certain keystone of managerial work enhance firm level productivity unarguably the associations between them are most prominently manifested when firms encounter increased level of product market competition. A firm's adoption of the B.M.P facilitates the way most individuals harness efforts towards meeting set levels of performance as posited by Bloom & Van Reenen (2007). Likewise, buyout firms apply various other set of best management practices as stated in the prior section, to facilitate better control and monitoring. In the following, one can identify some of the key aspects of BP management, which relate with key components of knowledge management that may help organizations improve the key factor enablers to perform better and more efficiently and effectively (Bagnoli & Vedovato 2014, Centobelli, Cerchiscalchi & Fuchs 2017).

In addition, the significant relationship between management practices and business operational efficiency is interpreted as high; according to previous studies, managerial practices can be indeed be referred to as behaviors and/or role which cut across all classes of managers and organization. The mentioned practices include planning, monitoring, communication, delegation, consultation, appreciation and incentives, coaching, teaming. The idea managerial practices derived from leadership behaviors taxonomy and the classification matrix reveals that the managerial practices are task-interpersonal in nature, external oriented which are corresponding to the characteristics of economical business operations.

In conclusion, the high interpretation of the significant relationship between the two variables indicates that management practices contribute to the efficiency of business operations.

Table 6. Significant Relationship between Management Practices and Business Operational Efficiency

Variable	r-value	p-value	Interpretation
Management Practices and Operational Efficiency	0.530**	0.000	Strong 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 Difference between Food E-commerce Entrepreneurs' Business Operational Efficiency When Group According to Profile.

The following table provides a brief conclusion of the operational efficiency ANOVA results related to food e-commerce entrepreneurs. All the profile related ANOVA results are shown in the table which include sum of squares, degree of freedom, mean square, F-value and significance level of all the demographic factors investigated.

Based on the table, interpretation of the result shows that all demographic factors considered have p-values greater than 0.05; thus, no differences are observed in terms of the level of operational efficiency to be found among the considered groups. In the form of ownership of the business, the p-value stands at 0.762, which means that this factor does not have an impact on efficiency in operations. Similarly, other influencing variables also include educational background, which comes at $p = 0.114$, and the number of employees at $p = 0.202$, which also reveals little significant influence on operational efficiency. To the best of the literature review, contrary to previous studies, Smith & Johnson (2020) found that better operational efficiency was shown by entrepreneurs who have higher levels of education. That is not the case in this study since no significant significance was shown in the

educational background. Lee et al. (2021) indicated that business ownership structure affects critical operational performance, and the findings of this study negate such a claim and lead to the rejection of their hypothesis about food e-commerce. This contradiction points toward further research to consider variables that can significantly influence the direction of efficiency of operations. Such finding have very crucial implications for entrepreneurs in food e-commerce.

The conclusion is that education, business structure, and years in operation might not be critical in determining efficiency in operations as they have been considered. More benefits may go to the entrepreneurs should they focus on improving operational practices, technology use, and optimizing customer interactions rather than concentrating on demographic attributes. Finally, it would be worthwhile to note that if operational efficiency could be found to be independent of demographics, then entrepreneurial decisions at one's venture could actually be informed based on "real" cause-and-effect relationships between factors.

Table 7. Significant Difference between Food E-commerce Entrepreneurs' Business Operational Efficiency When Group According to Profile.

Variable	f-value	p-value	Interpretation
Form of Business ownership	.387	.762	No Significant Difference
Educational Background	2.002	.114	No Significant Difference
Number of years in business operation	.533	.660	No Significant Difference
Number of employees	1.549	.202	No Significant Difference
Store set-up	1.763	.173	No Significant Difference

Note: Dependent Variable: Operational Efficiency

SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary

This research study aimed to examine the leadership style, management practices, and business operational efficiency of food e-commerce entrepreneurs in Misamis Occidental.

It explored the different leadership styles and the implementation of best management practices. The study assessed how these management practices contribute to enhancing business operational efficiency, ultimately affecting overall performance and growth in the competitive e-commerce industry.

However, it is acknowledged that this study has its limitations. Such as a limited number of respondents because the researchers used convenient sampling. The researchers include non-registered food online businesses, which might affect the validity of the results. Therefore, it is recommended that future researchers only evaluate registered companies to be able to easily determine the basis for the respondents.

Findings

1. The study indicated that form of business ownership, educational background, number of years in business operation, number of employees, and store set-up have discernible effects on how efficiently a business operates.
2. The study assessed that based on employee feedback, leadership style among food e-commerce entrepreneurs reveals a high implementation across a variety of styles. This demonstrates that these leaders are capable of motivating their employees and promoting long-term success.
3. The analysis effectively demonstrated the strength of food e-commerce entrepreneurs' management practices. Scores in areas like entrepreneurial orientation, strategic management, market relationships, and computer systems show a high level of implementation. This supports earlier studies that saw the importance of good management in e-commerce.

4. The analysis revealed that the employees of Misamis Occidental food e-commerce entrepreneurs assessed a high level of business operational efficiency. The scores rank very high on implementation in the areas of resource utilization, business process, inventory management, labor management, and lean management.
5. The study's results showed a significant positive correlation between effective leadership and the performance of food e-commerce businesses. Enhancing leadership style leads to an improvement in business efficiency. While transactional and transformational leadership have the potential to enhance business performance, transformational leadership has been demonstrated to contribute superior results.
6. There was a strong positive correlation between management practices and business operational efficiency.
7. Using ANOVA, the result showed that factors like type of business ownership, education level, years in business, number of employees, and even set-up of stores entail p-values larger than 0.05. Therefore, no differences occurred from any of these factors in operational efficiency.

Conclusions

The researchers concluded that:

1. Entrepreneurs must pay attention to demographic aspects, as they play a vital influence on employee performance and well-being. Ignoring these aspects may result in ineffectiveness and reduced productivity at work.
2. Effective leadership is crucial for the success of food e-commerce businesses. Both transactional and transformational leaders are essential for inspiring workers and accomplishing organizational goals. Transformational leaders encourage creativity and vision, which is critical in the dynamic e-commerce landscape, while transactional leaders focus on consistent performance. In contrast, passive leaders can negatively impact

team morale and performance by neglecting issues and avoiding responsibility.

3. The results generally suggest that appropriate management practices are fairly common among the entrepreneurs who participate in food e-commerce, making them robust and agile in a constantly changing market. Consistency with previous research further lends support to the idea that appropriate management practices are one component of success in the industry.
4. This implies that the business operations are performing fairly well across the board, with minimal variation in efficiency levels among the areas evaluated. However, there is room for improvement to reach optimal efficiency.
5. Executives who use transformational leadership techniques have a higher chance of producing superior corporate results. Strong leadership is critical for boosting operational efficiency and overall success.
6. If the business has the four management practices, it will likely affect its operational efficiency since they are correlated.
7. Demographic factors do not contribute to operational efficiency in food e-commerce, which contradicts previous studies that highlighted how important education and ownership type are for performance.

Recommendations

1. Food e-commerce entrepreneurs and various business owners should prioritize adopting transformational and transactional leadership styles as a top priority in order to improve team productivity and morale. Additionally, they ought to minimize passive leadership behaviors since they may negatively impact productivity at work. In the competitive online market, entrepreneurs may establish a productive workplace that boosts staff morale and propels company success by establishing a strong leadership presence.

2. Food e-commerce entrepreneurs should keep improving their management practices, focusing on ongoing improvement and adaptation to stay competitive. Training sessions on advanced management techniques could enhance their operations.
3. Food e-commerce entrepreneurs and various business owners should provide annual seminars and training for employees to improve their business operations and adapt to changes to stay competitive in the food e-commerce market.
4. For the future, researchers interested in this subject matter should investigate particular demographic factors tied to a certain business ownership type and education and how they affect operational efficiency within food e-commerce. Deep analyses or case studies might be beneficial for providing such insights and practical implications for improving business performance in the sector.
5. Entrepreneurs and business owners should identify the individual needs of various demographic groups and put plans in place to assist and manage their diverse workforce. This can involve customized training plans, adaptable work schedules, and frequent evaluations of worker satisfaction. By doing this, entrepreneurs and employees can improve output and foster a more positive work atmosphere.

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APPENDIX A

RESPONDENTS' DEMOGRAPHIC PROFILE QUESTIONNAIRE

Name: _____(Optional)

Directions: Mark your response with a checkmark (/).

Form of Business Ownership:

- ☐ Sole Proprietorship
- ☐ Partnership
- ☐ Corporation
- ☐ Cooperation

Educational Background

- ☐ College Graduate
- ☐ College Undergraduate
- ☐ Senior High School Graduate
- ☐ High School Graduate

Number of years in Business Operation.

- ☐ 1 – 3 Years
- ☐ 4 – 6 Years
- ☐ 7 – 10 Years
- ☐ 11 and Above

Number of employees.

- ☐ 1 – 5 Persons
- ☐ 6 – 10 Persons
- ☐ 11 – 15 Persons
- ☐ 16 and Above

Store set-up.

- ☐ Dine - In
- ☐ Purely Delivery
- ☐ Both

EVALUATION OF LEADERSHIP STYLE IN FOOD E-COMMERCE ENTREPRENEURS' IN THE LENS OF EMPLOYEES PERSPECTIVE QUESTIONNAIRES

Adapted and Modified from: Heyns & Nixon (2020)

Directions: Please indicate your level of agreement with each statement by selecting the most appropriate response option.

- (4) Strongly Agree
- (3) Agree
- (2) Disagree
- (1) Strongly Disagree

INDICATORS	RESPONSES			
A. TRANSFORMATIONAL LEADERSHIP STYLE	4	3	2	1
1. Employees are encourage to strive towards a common vision.				
2. The leader understands the situation of the employees and provide them assistance.				
3. Employee creativity and innovation are encouraged by the leader.				
4. The leader fosters a supportive and inclusive work environment.				
5. The leader motivates employees to exceed expectations.				
B. TRANSACTIONAL LEADERSHIP STYLE				
1. The leader lay out the objectives and goals for their team members in detail.				
2. There are special rewards when an employee's shows good work performance.				
3. The leader reprimands employees when they fail to complete their work.				
4. Employee's performance are closely monitored by the leader.				
5. In the food e-commerce business, the leader gives precise instructions on how to complete tasks and meet goals.				
C. PASSIVE LEADERSHIP STYLE				
1. The leader often waits for issues to resolve themselves rather than taking immediate action.				
2. Passive leadership style employees typically have poor work satisfaction				
3. The leaders are most likely to avoid making difficult decisions, which can negatively impact the organization.				

4. Workers under passive leadership frequently feel they are not receiving enough mentoring and supervision.				
5. Leaders maintain an environment in which top performers receive minimal recognition.				

**EVALUATION OF MANAGEMENT PRACTICES IMPLEMENTATION
IN FOOD E-COMMERCE ENTREPRENEURSHIP IN THE LENS OF
EMPLOYEES PERSPECTIVE QUESTIONNAIRES**

Adapted and Modified from: Lobos, K. & Wojciech, M.(2021)

Directions: Please indicate your level of agreement with each statement by selecting the most appropriate response option.

- (4) Strongly Agree
(3) Agree
(2) Disagree
(1) Strongly Disagree

INDICATORS	RESPONSES			
A. ENTREPRENEURIAL ORIENTATION <i>My leader....</i>	4	3	2	1
1. Is willing to take risk in order to achieve positive outcome for the sake of the business.				
2. Encourage and rewards the staff for his/her work.				
3. Ensures continues flow of information between employees and management.				
4. Effectively identify new opportunities or gaps in the market.				
5. Make decisions quickly when opportunities arise.				
B. STRATEGIC MANAGEMENT <i>My leader....</i>				
1. Assess the staff in terms of knowledge, skills, qualifications and experience in relation to main competitors.				
2. Modify the way the company operates by drawing on employee input on problems encountered, suggestions about customer service, recommendations for improvement (employees can influence decisions about their work).				
3. Builds a dominant role of leadership who is responsible for company's direction of development, implementation of key operations and initiation of new products.				
4. Allocate resources effectively to support new initiatives and ventures.				
5. Develop company's strategy for more than two years.				
C. MARKET RELATIONSHIPS <i>My leader....</i>				

1. Conduct periodical survey of consumer satisfaction, evaluating the level of consumers' satisfaction with company's products and services.				
2. Build a personalized relations with consumers.				
3. Seeks to provide higher quality products (goods or services) compared to valued customers.				
4. Assesses and monitor competitive position in the market through financial indicators and if necessary take corrective actions.				
5. Implement new business models through using other more attractive forms of sale, distribution channels or improvements and new value for consumers, which are different and more appealing to the market.				
D. COMPUTER SYSTEM <i>My leader....</i>				
1. Has a basic computer and technical skill to navigate complexities in using computer/ technologies.				
2. Have and run the company's own website to connect with customers.				
3. Use multimedia content sharing websites (e.g. YouTube, Facebook, Tiktok).				
4. Implement computer system supporting the business operations.				
5. Utilize relevant technological equipment and instrumentation to improve the operations.				

**EVALUATION OF FOOD E-COMMERCE BUSINESS OPERATIONAL
EFFECIENCY IN THE LENS OF EMPLOYEES PERSPECTIVE
QUESTIONNAIRES**

Adapted and Modified from: Feng & Chen (2022)

Directions: Please indicate your level of agreement with each statement by selecting the most appropriate response option.

(4) Strongly Agree

(3) Agree

(2) Disagree

(1) Strongly Disagree

INDICATORS	RESPONSES			
A. RESOURCE UTILIZATION	4	3	2	1
1. We think our company uses money and other resources well to reach our goals.				
2. We often check how we use resources to find ways to do it better.				
3. Employees like us help decide how to use resources in our company.				
4. We quickly change how we use resources when the business needs or outside things change.				
5. We are satisfied with the way that resources (money, time, and labor) are allocated for projects and tasks.				
B. BUSINESS PROCESS				
1. The steps we follow to do work in our company are clear and easy.				
2. We set up how we work to be fast and not waste things.				
3. We get enough training and help to do our job in the way we do things here.				
4. We can change how we work to fit what customers want or when things in the market change.				
5. We think the way we do things helps our company reach its goals.				
C. INVENTORY MANAGEMENT				
1. We know exactly how much stock we have at all times.				
2. We have clear rules for getting more stock when we start to run out.				

3. We try to have just the right amount of stock – not too much and not too little.				
4. We use technology to help us keep track of our stock.				
5. We try to spend as little as possible on keeping extra stock.				
D. LABOR MANAGEMENT				
1. We plan when people work so that we always have enough staff.				
2. We got enough training to do our job well.				
3. The rules about work and time off help us have a good balance between work and our personal life.				
4. We can grow and learn more in this company.				
5. They often check how are we doing and tell us how we can do better.				
E. LEAN MANAGEMENT				
1. We use lean management to work better and not waste things.				
2. We got trained well on how to use lean management.				
3. We can help find ways to do things better using lean management.				
4. We always try to do things better and come up with new ideas, which is what lean management is about.				
5. We ask customers for their ideas to help us use lean management.				

APPENDIX B

SAMPLE FILLED-OUT QUESTIONNAIRE

APPENDICES

Appendix A

Demographic Profile of Employees of Food E-commerce

Name: _____ (Optional)

Directions: Mark your response with a checkmark (✓).

Form of Business Ownership:

☒ Sole Proprietorship

☐ Partnership

☐ Corporation

☐ Cooperation

Educational Background

☐ College Graduate

☒ College Undergraduate

☐ Senior High School Graduate

☐ High School Graduate

Number of years in Business Operation.

☐ 1 – 3 Years

☒ 4 – 6 Years

☒ 7 – 10 Years

☐ 11 and Above

Number of employees.

☒ 1 – 5 Persons

☐ 6 – 10 Persons

☒ 11 – 15 Persons

☐ 16 and Above

Store set-up.

☒ Dine - In

☐ Purely Delivery

☒ Both

**EVALUATION OF LEADERSHIP STYLE IN FOOD E-COMMERCE
ENTREPRENEURS' IN THE LENS OF EMPLOYEES PERSPECTIVE
QUESTIONNAIRES**

Adapted and Modified from: Heyns & Nixon (2020)

Directions: Please indicate your level of agreement with each statement by selecting the most appropriate response option.

- (4) Strongly Agree
(3) Agree
(2) Disagree
(1) Strongly Disagree

INDICATORS	RESPONSES			
	4	3	2	1
A. TRANSFORMATIONAL LEADERSHIP STYLE				
1. Employees are encouraged to strive towards a common vision.		/		
2. The leader understands the situation of the employees and provide them assistance.		/		
3. Employee creativity and innovation are encouraged by the leader.		/		
4. The leader fosters a supportive and inclusive work environment.		/		
5. The leader motivates employees to exceed expectations.		/		
B. TRANSACTIONAL LEADERSHIP STYLE				
1. The leader lay out the objectives and goals for their team members in detail.		/		
2. There are special rewards when an employee's shows good work performance.		/		
3. The leader reprimands employees when they fail to complete their work.			7	
4. Employee's performance are closely monitored by the leader.			/	
5. In the food e-commerce business, the leader gives precise instructions on how to complete tasks and meet goals.			/	
C. PASSIVE LEADERSHIP STYLE				
1. The leader often waits for issues to resolve themselves rather than taking immediate action.			/	
2. Passive leadership style employees typically have poor work satisfaction			/	
3. The leaders are most likely to avoid making difficult decisions, which can negatively impact the organization.			/	
4. Workers under passive leadership frequently feel they are not receiving enough mentoring and supervision.			/	
5. Leaders maintain an environment in which top performers receive minimal recognition.			/	

Appendix C

EVALUATION OF MANAGEMENT PRACTICES IMPLEMENTATION IN FOOD E-COMMERCE ENTREPRENEURSHIP IN THE LENS OF EMPLOYEES PERSPECTIVE QUESTIONNAIRES

Adapted and Modified from: Lobos, K. & Wojciech, M.(2021)

Directions: Please indicate your level of agreement with each statement by selecting the most appropriate response option.

- (4) Strongly Agree
(3) Agree
(2) Disagree
(1) Strongly Disagree

INDICATORS	RESPONSES			
	4	3	2	1
A. ENTREPRENEURIAL ORIENTATION				
<i>My leader....</i>				
1. Is willing to take risk in order to achieve positive outcome for the sake of the business.			/	
2. Encourage and rewards the staff for his/her work.			/	
3. Ensures continues flow of information between employees and management.			/	
4. Effectively identify new opportunities or gaps in the market.			/	
5. Make decisions quickly when opportunities arise.			/	
B. STRATEGIC MANAGEMENT				
<i>My leader....</i>				
1. Assess the staff in terms of knowledge, skills, qualifications and experience in relation to main competitors.		/		
2. Modify the way the company operates by drawing on employee input on problems encountered, suggestions about customer service, recommendations for improvement (employees can influence decisions about their work).		/		
3. Builds a dominant role of leadership who is responsible for company's direction of development, implementation of key operations and initiation of new products.		/		
4. Allocate resources effectively to support new initiatives and ventures.		/		
5. Develop company's strategy for more than two years.		/		
C. MARKET RELATIONSHIPS				
<i>My leader....</i>				
1. Conduct periodical survey of consumer satisfaction, evaluating the level of consumers' satisfaction with company's products and services.	/			
2. Build a personalized relations with consumers.		/		

3. Seeks to provide higher quality products (goods or services) compared to valued customers.		/		
4. Assesses and monitor competitive position in the market through financial indicators and if necessary take corrective actions.		/		
5. Implement new business models through using other more attractive forms of sale, distribution channels or improvements and new value for consumers, which are different and more appealing to the market.		/		
D. COMPUTER SYSTEM				
<i>My leader....</i>				
1. Has a basic computer and technical skill to navigate complexities in using computer/ technologies.		/		
2. Have and run the company's own website to connect with customers.		/		
3. Use multimedia content sharing websites (e.g. YouTube, Facebook, Tiktok).	/	0		
4. Implement computer system supporting the business operations.	/			
5. Utilize relevant technological equipment and instrumentation to improve the operations.	/			

Appendix D

**EVALUATION OF FOOD E-COMMERCE BUSINESS OPERATIONAL EFFECIENCY
IN THE LENS OF EMPLOYEES PERSPECTIVE QUESTIONNAIRES**

Adapted and Modified from: Feng & Chen (2022)

Directions: Please indicate your level of agreement with each statement by selecting the most appropriate response option.

- (4) Strongly Agree
- (3) Agree
- (2) Disagree
- (1) Strongly Disagree

INDICATORS	RESPONSES			
	4	3	2	1
A. RESOURCE UTILIZATION				
1. We think our company uses money and other resources well to reach our goals.	/			
2. We often check how we use resources to find ways to do it better.	/			
3. Employees like us help decide how to use resources in our company.	/			
4. We quickly change how we use resources when the business needs or outside things change.	/			
5. We are satisfied with the way that resources (money, time, and labor) are allocated for projects and tasks.	/			
B. BUSINESS PROCESS				
1. The steps we follow to do work in our company are clear and easy.		/		
2. We set up how we work to be fast and not waste things.		/		
3. We get enough training and help to do our job in the way we do things here.		/		
4. We can change how we work to fit what customers want or when things in the market change.		/		
5. We think the way we do things helps our company reach its goals.		/		
C. INVENTORY MANAGEMENT				
1. We know exactly how much stock we have at all times.	/			
2. We have clear rules for getting more stock when we start to run out.	/			
3. We try to have just the right amount of stock – not too much and not too little.	/			
4. We use technology to help us keep track of our stock.		/		
5. We try to spend as little as possible on keeping extra stock.	/			

D. LABOR MANAGEMENT

1. We plan when people work so that we always have enough staff.	/			
2. We got enough training to do our job well.	/			
3. The rules about work and time off help us have a good balance between work and our personal life.	/			
4. We can grow and learn more in this company.	/			
5. They often check how are we doing and tell us how we can do better.	/			

E. LEAN MANAGEMENT

1. We use lean management to work better and not waste things.		/		
2. We got trained well on how to use lean management.		/		
3. We can help find ways to do things better using lean management.		/		
4. We always try to do things better and come up with new ideas, which is what lean management is about.		/		
5. We ask customers for their ideas to help us use lean management.		/		

APPENDIX C



MISAMIS UNIVERSITY
Ozamiz City
College of Business and Management



INFORMED CONSENT FORM (PORMA SA NASABTAN NGA PAGTUGOT)

Researcher/Investigator (Nagtuon):

Name (Ngalan): LIZZY F. CONCORDAS

Course: Bachelor of Science in Business Administration

College: Business and Management

Email / Contact Number: imlizzy19@gmail.com / 09197265298

Thesis Title: **FOOD E-COMMERCE ENTREPRENEURS’
LEADERSHIP STYLE, MANAGEMENT PRACTICES AND
BUSINESS OPERATIONAL EFFECIENCY**

PART I. INFORMATION SHEET	
Introduction (Pasiuna)	Good day! I am Lizzy F. Concordas, the principal researcher of the study entitled “Food E-commerce Entrepreneurs’ Leadership Style, Management Practices and Business Operational Efficiency.” I am an undergraduate student under the program Bachelor of Science in Business Administration at Misamis University in Ozamiz City. I am to conduct the research with Food E-commerce Entrepreneurs’ as respondents. In this vein, I am respectfully seeking your voluntary participation, being qualified to give your informed consent to take part 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 interview,

	you will be asked to affix your name and signature on this form for which you will be given a copy. <i>(Maayong adlaw! Ako si Lizzy F. Concordas, ang nagpahigayon sa pagtuon kabahin sa “Food E-commerce Entrepreneurs’ Leadership Style, Management Practices and Business Operational Efficiency.” Ako usa ka estudyante sa Bachelor of Science in Business Administration Major in Financial Management sa Misamis University, Ozamis City. Ako nagapili kanimo nga empleyado niini nga negosyo isip participante nga maoy mutubag sa gikinahagnglang impormasyon niining gihimong pagtuon. Ako matinahurong naghangyo sa inyong bulontaryo nga pag-apil niini nga pagtuon. Gikinahanglan nga ikaw naa sa saktong edad ug naay kakayahan nga mohatag sa pagtugot aron makaapil niini nga pagtuon. Sa dili pa ka mohukom sa pag-tubag sa questonnaires, palihug sa pagbasa sa mga impormasyon sa ubos ug gawasnon ka nga makapangutana kon adunay wala nimo nasabtan o gusto nimong iklaro. Kung motugot ka sa pagahimoon nga interview, papirmahon ka niini nga porma ug tagaan usab ka ug imong kaugalingong kopya.)</i>
Purpose (Katuyoan)	The purpose of this study is to describe the significant relationship between food e-commerce entrepreneurs’ leadership style, management practices, and business operational efficiency in Misamis Occidental. This research study can help equip the entrepreneurs’ of food e-commerce with the knowledge and skills needed to effectively lead their employees, by identifying effective leadership style, management practices, associated with business operational efficiency. <i>(Ang katuyuan niini nga pagtuon mao ang pagsuta sa pamaagi sa tigpamuno sa iyang pagdumala sa negosyo ug ang kalabotan niini sa sa pagpangulo, mga gawi sa pagdumala, ug kahusayan sa operasyon sa negosyo. Kini nga pagtuon maka hatag ug dugang nga kaalam sa mga tigpamuno sa negosyo sa mga maayong pamaagi sa pagdumala nga naay kalabotan sa kahusayan sa operasyon sa negosyo.)</i>

Type of Research Intervention (Matang sa Interbensyon sa Pagtuon)	This study will be conducted through the researcher-made questionnaires. The gathering of data will be conducted in person. <i>(Kining pagtuon pagabuhaton pinaagi sa questionnaires nga binuhat sa nagtuon (researcher). Personal ang pagkuha sa datos.)</i>
Selection of Participants (Pagpili sa mga Partisipante)	This study will select 377 respondents. The selection is based on the following inclusion criteria: they must be registered and/or unregistered online food business; they must operate for not less than one (1) year; they must have an informed consent to participate in this study in which they are selected through convenient sampling. <i>(Kini nga pagtuon mopili ug 377 ka respondents. Ang pagpili gibase sa mosunod nga mga criteria sa pahlakip: sila kinahanglan nga rehistrado ug/o dili rehistrado nga online nga negosyo sa pagkaon; sila kinahanglan nga molihok sa dili moubos nga usa (1) ka tuig; sila kinahanglan nga adunay us aka nahibal-an nga pagtugot sa pag-apil niini nga pagtuon diin sila gipili pinaagi sa komenyente nga sampling.)</i>
Voluntary Participation (Boluntaryo nga Partisipasyon)	Your participation has to be voluntary and will not affect your situation or status in any way, including your relationship with the researcher. 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. <i>(Boluntaryo ang imong pag-apil ug kini dili makaapekto sa imong sitwasyon o estado apil na imong relasyon sa nagtuon. Gawasnon ka nga modesisyon kung kung moapil ka niini nga pagtoon o dili. Kung mo-desisyon ka nga moapil, gawasnon ka nga dili motubag sa bisan asa nga pangutana nga dili nimo gusto nga tubagon.)</i>
Procedure (Pamaagi)	The distribution and retrieval of the questionnaires will be done in your hospital, and the researcher will personally distribute

	and retrieve the research instruments. To ensure your understanding of the statements indicated in the questionnaires, the statements will be translated into the Bisayan language. In case you will have questions, such will be answered fully. The respondents will be given ample time to complete the questionnaires. The researcher will get your responses for data analysis and interpretation. The information and data provided by you as a respondent will be utilized for this study alone and will be treated with the utmost confidentiality. <i>(Ang pag-apod-apod sa questionnaires pagabuhaton sa imong ospital, ug ang nagtuon ang personal nga mohatag ug mokuha pagbalik sa mga instrumento sa pagtuon. Aron masiguro ang imong pagsabot sa mga pahayag sa questionnaires, ang mga pahayag kay hubaron sa Binisaya nga pinulungan. Kung ugaling adunay kay mga pangutana, tubagon kini sa hingpit).</i> <i>(Ang mga respondente pagahatagan og igong panahon sa pagtubag sa questionnaires. Ang nagtuon mokuha sa mga tubag sa mga respondente para sa pag-analisa sa datos ug para sa interpretasyon. Ang mga impormasyon ug datos nga makuha gikan kanimo isip respondente gamiton lamang niining pagtuon ug hatagan og tumang pag-ampingan aron dili mabutyag.)</i>
Duration (Gidugayon)	Answering the questionnaires will last for 10 to 15 minutes. <i>(Ang pagtubag sa questionnaires mo kabat sa 10 ngadto sa 15 minutos).</i>
Risks and Discomforts (Risiko ug Kahasol)	The respondents will be protected from physical, social, or economic risks. In case the items in the questionnaires 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. <i>(Ang mga partisipante ginaprotektahan sa pisikal, sosyal o ekonomikanhong risiko. Kung pananglitan adunay mga pangutana nga personal ra kaayo o kung dili ka komportable, mamahimong dili ka motubag o mobalibad sa pagtubag sa bisan asa o sa tanang</i>

	<i>mga pangutana ug moatras sa pag-apil sa bisan unsang panahon nga imong gusto.)</i>
Benefits (Kaayohan)	This study is beneficial to you because the researcher may be able to provide an understanding of the relationship between leadership style, management practices, and businesss operational efficiency. Thus, your responses shall be highly valued being deemed important in the field food e-commerce entrepreneurship. <i>(Kini nga pagtuon makapahimo kanimo paghatag og katin-awan o pagpasabot kabahin sa relasyon tali sa istilo sa pagpangulo, mga gawi sa pagdumala, ug kahusayan sa operasyon sa negosyo. Sa ingon, ang imong mga tubag kinahanglan nga gipabilhan pag-ayo nga giisip nga hinungdanon sa pagnegosyo sa e-commerce sa pagkaon).</i>
Reimburse ments (Hulip nga bayad)	There will be no monetary expenses or costs on your part as a respondent, nor any monetary compensation for your participation in this study. However, a small token of appreciation in the form of a light snack may be provided during the gathering of the research data. <i>(Wala kay magasto sa imong pag-apil niini nga pagtuon ug dili usab ka bayaran ug kwarta sa imong pag-apil niini nga pagtuon. Apan adunay ginagmay nga pameryenda nga pwede mahatag sa panahon sa pagkuha sa mga datos).</i>
Confidential ity of Data (Pag-amping sa Datos)	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, which will be discarded 6 months after the publication of the results. <i>(Ang nagtuon lamang ang makakita sa mga impormasyon ug tubag sa mga respondente. Ang mga datos nga makuha i-analisa ug hatagan og tumang pag-amping aron dili ibutyag. Sa panahon sa pagtuon, ipahimutang sa usa ka selyadong aparador ang</i>

	<i>tanang datos nga pagagub-on human sa 6 kabulan gikan sa pag-publika sa resulta.)</i>
Sharing of Findings (Pagpaambit sa Nakaplagan)	The results of this study will be presented during the thesis final defense of the researcher. Also, the research findings may be shared through publications and conferences with the assurance that the identities of the respondents will remain confidential. A printed copy of the completed study will be provided to the participants. <i>(Ang mga resulta niini nga pagtuon ipresenta sa panahon sa final defense sa thesis sa nagtuon. Ang mga nakaplagan sa pagtuon posible nga ipaambit pinaagi sa mga publications ug conferences nga adunay kapanigurohan nga dili mabutyag ang pagkatawo sa mga partisipante. Pagahatagan og isa ka giimprinta nga kopya sa kumpleto nga pagtuon ang mga partisipante.)</i>
Rights to Refuse or Withdraw (Katungod sa Pagpalibabad o Pag-undang)	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. <i>(Gawasnon ka nga moatras or moundang sa pag-apil sa bisan asa nga punto sa pagtuon nga dili na magkinahanglan pa ug rason. Dili ka ipamulta sa pag-atras o pag-undang.)</i>
Who to Contact (Kinsa ang Kontakon)	Should there be any queries as a respondent, you can contact the researcher through the following details: <i>(Kung adunay mga pangutana, mahimo nga mokontak pinaagi aning mga detalye:)</i> Name of the Researcher (Ngalan sa Nagtuon): Cellphone Number/s: e-mail add: STATEMENT BY THE RESEARCHER (PAGPADAYAG SA NAGTUON)

	I will read the Information sheet to the potential respondent. With the best of my ability, I make sure that the respondent will understand the statements of the questionnaires. <i>(Akong pagabasahon ang mga nasulat niining Information Sheet ngadto sa potensyal nga respondent. Kutob sa akong mahimo siguroon nako nga masabtan sa respondent ang mga pahayag sa questionnaires.)</i> 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. <i>(Gisiguro ko nga ang partisipante mahatagan og panahon sa pagpangutana kabahin niining pagtuon og ang tanang pangutana nga iyang gihatag matubag sa hingpit. Siguroon ko usab ang maong partisipante dili mapugos sa paghatag sa pagtugot nga kinahanglan nga gawasnon og boluntaryo.)</i> A copy of this Informed Consent Form will be provided to the participant. <i>(Ang kopya sa niining Informed Consent Form ihatag ngadto sa respondent.)</i> Print Name of Researcher (Ngalan sa Nagtuon): <u>LIZZY F. CONCORDAS</u>
--	--

PART II. CERTIFICATE OF CONSENT
This research entitled “Food E-commerce Entrepreneurs’ Leadership Style, Management Practices and Business Operational Efficiency” by Lizzy F. Concordas with the aim of gathering information and data pertaining to the food e-commerce entrepreneurs’ leadership style, management practices and business operational

efficiency has been presented and explained to me clearly. Since the study involves employees, I am chosen as one of the participants.

(Kini nga pagtuon gititulohan, “Food E-commerce Entrepreneurs’ Leadership Style, Management Practices and Business Operational Efficiency” ni Lizzy F. Concordas uban ang tumong sa pagtigom og impormasyon ug datos nga may kalabotan sa food e-commerce entrepreneurs’ sa pagpangulo, mga gawi sa pagdumala, ug kahusayan sa operasyon sa negosyo. Tungod kay lakip sa mga empleyado, gipili ako isip usa sa mga participante.)

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.

(Akong nabasa ang nauna nga Informed Consent Form, o gibasa kini kanako. Natagaan ako og higayon nga makapangutana nga natubag sa hingpit. Ako mosugot nga boluntaryo nga mahimong participant sa niining pagtuon.)

Print Name of Participant (Ngalan sa Partisipante): _____

Signature of Participant (Pirma sa Partisipante): _____

Date[MM/DD/YYYY]: _____

If Illiterate (Kung dili makasulat ug makabasa)

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 to this undertaking. The respondent will affix his thumbprint.

[Kung ang participant kay dili makabasa o makasulat, mopirma ang usa ka makabasa ug makasulat nga testigo. Ang respondent ang mopili kaniya nga walay koneksyon sa nagtuon o sa iyang grupo para mopamatuod sa gimbuhaton. Ang respondent mobutang sa iyang tamla (thumb print)].

Name and Signature of the Witness (Ngalan ug Pirma sa Testigo)	Thumb mark
---	-------------------

APPENDIX D

APPROVED LETTER OF CONSENT



Misamis University



Ozamiz City, Philippines 7200

Tel. No. +63 88 521 0367 / Telefax No. +63 88 521 2917

Website : <http://www.mu.edu.ph>

CERTIFIED: ISO 9001:2015 Quality Management System DNV-GL, Australia

ACCREDITED: Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA)

CERTIFICATION

This is to certify that **MS. LIZZY F. CONCORDAS, MS. JHIYA CRISTINA C. UY and MR. CHRISTIANVER S. LAUSA** are bonafide students of Misamis University College of Business and Management and are currently enrolled in **Bachelor of Science in Business Administration**

Furthermore, their proposed study entitled **“FOOD E-COMMERCE ENTREPRENEURS’ LEADERSHIP STYLE, MANAGEMENT PRACTICES, AND BUSINESS OPERATIONAL EFFICIENCY”** has been approved by the Thesis Committee. They are likewise granted permission by the Office of the College of Business and Management to gather data to substantiate her research paper.

Issued this 10th day of July 2024 at MISAMIS UNIVERSITY, Ozamiz City.


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

July 22, 2024

Dear Sir/Madam:

Greetings!

We are the students in the Bachelor of Science in Business Administration program major Financial Management at Misamis University in Ozamiz City. We are pursuing our thesis entitled “Food E-commerce Entrepreneurs’ Leadership Style, Management Practices and Business Operational Efficiency.” The study was approved by the Thesis Committee last May 9, 2024.

In this vein, we would like to ask for permission for the conduct of the study at Ozamiz City, Tangub City, Jimenez, Panaon, Clarin, and Oroquieta City, Misamis Occidental. The study aims to describe the significant relationship between food e-commerce entrepreneurs’ leadership style, management practices and business operational efficiency. The target respondents will be 321, selected through convenient sampling. Researchers-made Questionnaires will be used in gathering the data. Be assured that ethical considerations will be duly observed in the conduct of the study and that the data to be gathered will be used solely for research purpose.

We earnestly hope for your approval of this request.

Truly,

LIZZY F. CONCORDAS

Noted:


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

Approved:

APPENDIX E

(STATISTICAL COMPUTATION)

1. What is the demographic profile of the respondents in terms of educational background, form of business ownership ,number of years in business operation, number of employees and store set-up in terms of accepting dine-in, purely delivery or both?

Form of Business ownership

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	195	60.7	60.7	60.7
2	98	30.5	30.5	91.3
3	15	4.7	4.7	96.0
4	13	4.0	4.0	100.0
Total	321	100.0	100.0	

Educational Background

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	63	19.6	19.6	19.6
2	122	38.0	38.0	57.6
3	61	19.0	19.0	76.6
4	75	23.4	23.4	100.0
Total	321	100.0	100.0	

Number of years in business operation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	146	45.5	45.5	45.5
2	130	40.5	40.5	86.0
3	33	10.3	10.3	96.3
4	12	3.7	3.7	100.0
Total	321	100.0	100.0	

Number of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	154	48.0	48.0	48.0
2	90	28.0	28.0	76.0
3	46	14.3	14.3	90.3
4	31	9.7	9.7	100.0
Total	321	100.0	100.0	

Store set-up

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	73	22.7	22.7	22.7
2	95	29.6	29.6	52.3
3	153	47.7	47.7	100.0
Total	321	100.0	100.0	

2. What is the food e-commerce entrepreneurs' level of leadership style implementation in terms of transformational leadership, transactional leadership and passive leadership?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TRANSFORMATIONAL LEADERSHIP STYLE	321	2.0	4.0	3.556	.3935
TRANSACTIONAL LEADERSHIP STYLE	321	2.0	4.0	3.516	.3695
PASSIVE LEADERSHIP STYLE	321	1.2	4.0	3.449	.4559
LEADERSHIP STYLE	321	2.000000000000	4.0000000000	3.506957424	.3201725640
		0000	000000	714435	19975
Valid N (listwise)	321				

3. What is the food e-commerce entrepreneurs' level of management practices implementation in terms of entrepreneurial orientation, strategic management, market relationships and computer system?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ENTREPRENEURIAL ORIENTATION	321	2.0	4.0	3.522	.3997
STRATEGIC MANAGEMENT	321	1.4	4.0	3.546	.3849
MARKET RELATIONSHIPS	321	1.0	4.0	3.497	.4090
COMPUTER SYSYTEM	321	1.8	4.0	3.496	.3896
MANAGEMENT PRACTICES	321	1.950000000000	4.0000000000	3.515109034	.328392016040
		0000	000000	267913	855
Valid N (listwise)	321				

4. What is the food e-commerce entrepreneurs' level of business operational efficiency in terms of resource utilization, business processes, inventory management, labor management and lean management?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RESOURCE UTILIZATION	321	2.0	4.0	3.498	.3722
BUSINESS PROCESS	321	1.6	4.0	3.465	.3947
INVENTORY	321	2.0	4.0	3.494	.3895
MANAGEMENT	321	2.0	4.0	3.531	.4093
LABOR MANAGEMMENT	321	1.0	4.0	3.448	.4397
LEAN MANAGEMENT	321	2.080000000000	4.000000000000	3.487352024	.3128910014944
OPERATIONAL	321	00000	000000	922117	49
EFFICIENCY	321				
Valid N (listwise)	321				

6. Is there a significant relationship between leadership style and business operational efficiency among food e-commerce entrepreneurs?

Correlations

			LEADERSHIP STYLE	OPERATI ONAL EFFICIEN CY
Spearman's rho	LEADERSHIP STYLE	Correlation Coefficient	1.000	.357**
		Sig. (2-tailed)	.	.000
		N	321	321
	OPERATIONAL EFFICIENCY	Correlation Coefficient	.357**	1.000
		Sig. (2-tailed)	.000	.
		N	321	321

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

7. Is there a significant relationship between management practices and business operational efficiency among food e-commerce entrepreneurs?

Correlations

			OPERATIONAL EFFICIENCY	MAN AGE MEN T PRAC TICES
Spearman's rho	OPERATIONAL EFFICIENCY	Correlation	1.000	.530**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	321	321
	MANAGEMENT PRACTICES	Correlation	.530**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	321	321

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

8. Is there a significant difference between food e-commerce entrepreneurs' business operational efficiency when group according to profile?

ANOVA

OPERATIONAL EFFICIENCY

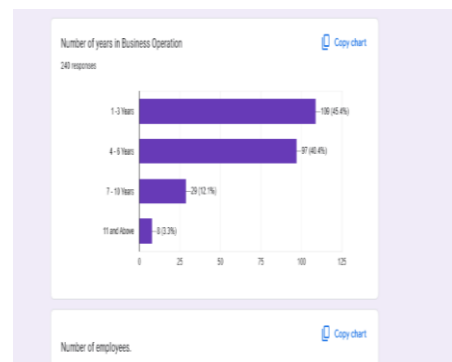
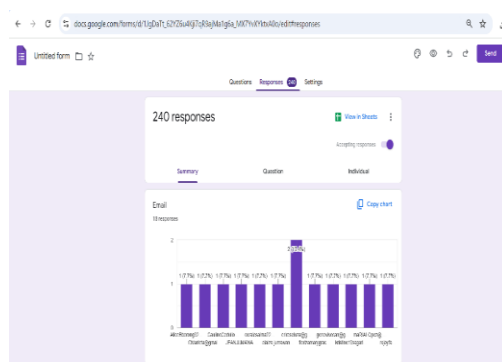
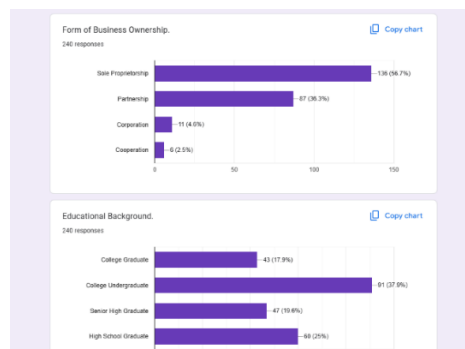
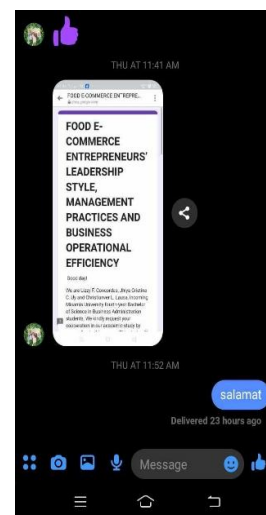
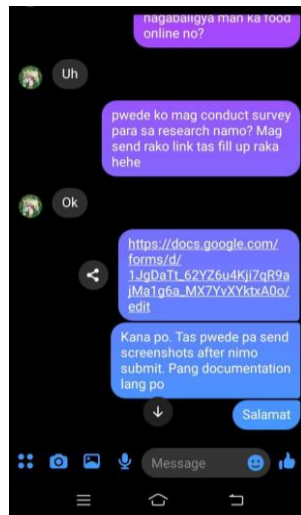
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.114	3	.038	.387	.762
Within Groups	31.214	317	.098		
Total	31.328	320			

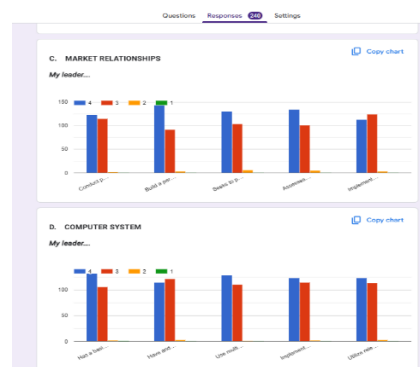
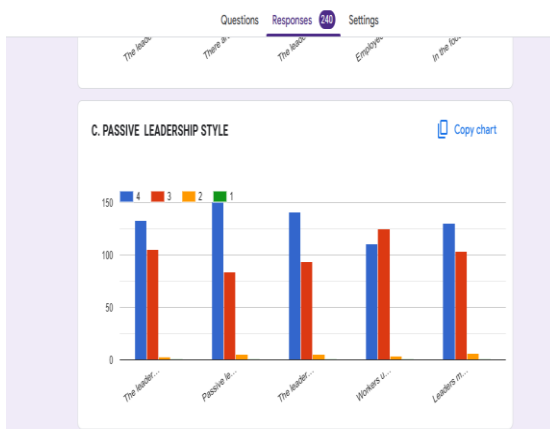
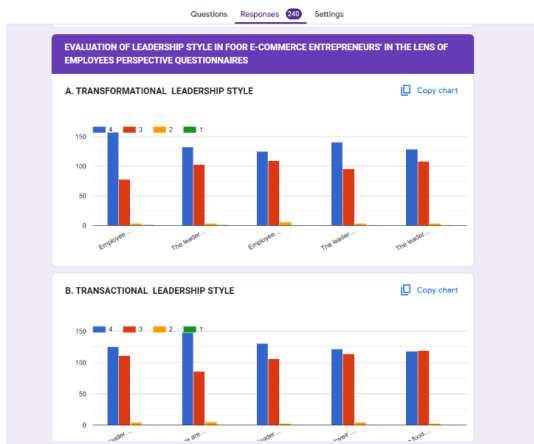
APPENDIX F

(Documentation)









Thesis Proposal



Final Defense



APPENDIX G

PLAGIARISM TEST RESULT



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Summary

APPENDIX H

GRAMMARLY TEST RESULT



Report: Concordas

FOOD E-COMMERCE ENTREPRENEURS' LEADERSHIP STYLE MANAGEMENT PRACTICES AND BUSINESS OPERATIONAL EFFICIENCY

by Misamis University

General metrics

38,944	5,487	235	21 min 56 sec	42 min 12 sec
characters	words	sentences	reading time	speaking time

Score

99

Writing Issues

35	15	20
Issues left	Critical	Advanced

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

Plagiarism

This text hasn't been checked for plagiarism

FOOD E-COMMERCE ENTREPRENEURS' LEADERSHIP STYLE MANAGEMENT PRACTICES AND BUSINESS OPERATIONAL EFFICIENCY

by Misamis University

General metrics

38,541	5,413	277	21 min 39 sec	41 min 38 sec
characters	words	sentences	reading time	speaking time

Score



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Writing Issues

45	5	40
Issues left	Critical	Advanced

Plagiarism

This text hasn't been checked for plagiarism

CURRICULUM VITAE

Name : Lizzy F. Concordas
Age : 25 years old
Sex : Female
Address : Ozamiz City, Misamis Occidenta
Mobile No. : 09197265298
Religion : Iglesia Ni Cristo



EDUCATIONAL BACKGROUND

COLLEGE:

Bachelor of Science in Business and Management Major in Financial Management

SCHOOL : Misamis University
DEGREE : Bachelor of Science in Business Administration
SCHOOL YEAR : 2021-Present

SENIOR HIGH SCHOOL

Not Applicable

JUNIOR HIGH SCHOOL

SCHOOL : Misamis Institute of Technology
ADDRESS : Banadero., Ozamiz City, Misamis Occidental
SCHOOL YEAR : 2011-2015

ELEMENTARY EDUCATION

SCHOOL : Narciso B. Ledesma Central School
ADDRESS : Tabis, Ozamiz City
SCHOOL YEAR : 2005-2011

TRAININGS AND SEMINARS

Investment Fundamentals (2023)
Bangko Sentral Ng Pilipinas (2023)
2nd PCDEB Regional Business Summit (2023)
KU Social Sciences International “Social Science for Sustainable Development: How Social Sciences are Driving a More Sustainable Future for All” (2024)

CURRICULUM VITAE

Name : Christianver S. Lausa
Age : 22 years old
Sex : Male
Address : Ozamiz City, Misamis Occidental
Mobile No. : 09617566649
Religion : Roman Catholic



EDUCATIONAL BACKGROUND

COLLEGE:

Bachelor of Science in Business and Management Major in Financial Management

SCHOOL : Misamis University

DEGREE : Bachelor of Science in Business Administration

SCHOOL YEAR : 2021-Present

SENIOR HIGH SCHOOL

Accountancy Business and Management

Misamis University

S.Y. 2019 – 2021

JUNIOR HIGH SCHOOL

Marcelino C. Regis Integrated School

S.Y. 2014 – 2019

ELEMENTARY EDUCATION

Marcelino C. Regis Memorial School

S.Y. 2009 – 2014

TRAININGS AND SEMINARS

N/A

CURRICULUM VITAE

Name : Jhiya Cristina C. Uy
Age : 20 years old
Sex : Female
Address : Ozamiz City, Misamis Occidental
Mobile No. : 0026-093-8730
Religion : Roman Catholic



EDUCATIONAL BACKGROUND

COLLEGE:

Bachelor of Science in Business and Management Major in Financial Management

SCHOOL : Misamis University
DEGREE : Bachelor of Science in Business Administration
SCHOOL YEAR : 2021-Present

SENIOR HIGH SCHOOL

Accountancy Business and Management
Misamis University
S.Y. 2019 – 2021

JUNIOR HIGH SCHOOL

Ozamiz City National High School
S.Y. 2014 – 2019

ELEMENTARY EDUCATION

Ozamiz City Central School
S.Y. 2009 – 2014

TRAININGS AND SEMINARS

N/A