Misamis University
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Small and Medium Sized Enterprises Management Accounting Practices, Business Environmental Factors and Entrepreneurial Success

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The Researchers

DEDICATION

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ABSTRACT

Small and medium-sized enterprises play a significant function in the Philippine economy. This study explored the significant relationship between small and medium-sized enterprises managerial accounting practices, business environmental factors and entrepreneurial success affect the entrepreneurial success of small and medium-sized enterprises. The study utilized the descriptive-correlational research design. It took place in Ozamiz City, Misamis Occidental. There were 200 respondents who have managerial roles and were chosen through purposive sampling. Business environmental factors, management accounting practices, and entrepreneurial success questionnaires were used as research instruments. Mean, standard deviation, and Pearson product moment correlation coefficient were used as data analysis. While previous studies have examined how SMEs performance is linked to management accounting practices, there is still a lack of understanding about how they specifically impact entrepreneurial success. This research examines the discrepancy through analysing the impact of MAPs, market demand, resource limitations, regulatory environment, and awareness of business education on the success of SMEs. This study is grounded in the Research-Based View (RBV) and Contingency theory, exploring how SMEs' resources, specifically accounting knowledge, and the adaptability of MAPs contribute to achieving business objectives in a challenging business environment. Result show that SMEs management accounting practices is very high as well as business environmental factors and entrepreneurial success. While both management accounting practices and business environmental factors postulate a highly significant relationship. Findings revealed that SMEs administered managerial accounting practices efficiently while becoming more sensitive to the regulatory and operational requirements of their industry for continuous success. Thus, SMEs are proficient enough in administering managerial accounting practices which are vital for their business operation while putting forth effort in complying regulatory requirements of their industry allowing them to sustain their business operation. Future researchers may explore the impacts of MAPs and business environmental factors on SME in diverse geographical regions to come up with variation in entrepreneurial success.

Keywords: *business education awareness, business environmental factors, management accounting practices, market demand, entrepreneurial success.*

TABLE OF CONTENTS

APPROVAL SHEET i

ACKNOWLEDGMENT ii

DEDICATION iii

ABSTRACT iv

TABLE OF CONTENTS v

LIST OF TABLES vi

LIST OF TABLES vii

CHAPTER

1 INTRODUCTION

Rationale of the Study 1

Theoretical Framework 5

Conceptual Framework 7

Schematic Diagram of the Study 14

Statement of the Problem 15

Null Hypotheses 15

2 RESEARCH METHODOLOGY

Design 16

Setting 16

Respondents 17

Instruments 17

Data Collection 19

Ethical Consideration 19

Data Analysis 20

3 RESULTS AND DISCUSSION (Quantitative)

Level of SMEs Managerial Accounting Practices 21

Level of SMEs Business Environmental Factors 23

Level of SMEs Entrepreneurial Success 26

Significant relationship between SMEs management accounting practices and entrepreneurial success 28

Significant relationship between SME business environmental factors and entrepreneurial success 30

4 SUMMARY, FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Summary 33

Findings 34

Conclusion 35

Recommendations 36

References 38

Appendices

Appendix A – Business Environmental Factors Questionnaire 46

Appendix B – SME Management Accounting Practices Questionnaire 48

Appendix C – Entrepreneurial Success Questionnaire 49

Appendix D – Sample of Filled-out Questionnaire 50

Appendix E – Statistical Output 53

Appendix F – Documentation 55

Appendix G – Plagiarism Test Result 56

Appendix H – Grammarly Test Result 57

Curriculum Vitae 58

LIST OF TABLES

Table		Page
1	Level of SMEs' Managerial Accounting Practices in terms of cost Behavior and Decision Making	23
2	Level of SMEs' Business Environmental Factors	25
3	Level of SMEs' Entrepreneurial Success	27
4	Significant relationship between SMEs' Management Accounting Practices and Entrepreneurial Success	29
5	Significant relationship between SMEs' Business Environmental Factor and Entrepreneurial Success	32

LIST OF FIGURE

Figure		Page
1	Schematic Diagram of the Study	14

Chapter 1

INTRODUCTION

Rationale of the study

Small and medium-sized enterprises play significant functions in the Philippine economy as they promote the country's social development of employment opportunities, foster entrepreneurial endeavours while becoming part of the global market (Aladin et al., 2021). However, small and medium enterprises have faced several challenges that impacted growth and sustainability (Malki, Masfer, 2023). In today's current market trends, SMEs need to adapt to the changing trends. Current trends in management accounting are increasingly incorporating environmental considerations to boost entrepreneurial success.

Currently companies integrate sustainability measures in their accounting methods not just for the rules but efficient utilization of resources without compromising the compliance environment. They have invested in technological advancement as strategies in promoting environmental sustainability, such as renewable energy adoption, eco-friendly product development, and supply chain transparency. However, they are struggling in adapting digital transformation and keeping up with current market trends. This integration is essential for entrepreneurial success in today's competitive and environmentally conscious global market (Hariadi & Alsawayeh, 2020).

While there is a large volume of literature related to the impact of management accounting practices to SMEs, a gap remains in relation to specific context of management accounting practices impact to entrepreneurial success for SMEs (Alfartoosi et al., 2021). There is a need to find the framework for the entrepreneurial

success of SMEs. Many focused studies have examined the relationship between management accounting practices and SME performance, but there is still a need for research that explores how these practices specifically impact the entrepreneurial success of SMEs. Second, a lack of exploration into the specific impact of market demand, resource constraints, Business Education Awareness, and regulatory and policies on Entrepreneurial Success within SMEs. The research tries to fill a gap by understanding how management accounting practices and business environment affect the entrepreneurial success of SMEs to determine the level of management accounting practices and the level of business environmental factors in terms of entrepreneurial success.

The eentrepreneurial success revealed that leadership skills and market conditions have a significant role in predicting the entrepreneurial success of SMEs (Gautam & Khadka, 2022). Leadership skills are also important in achieving entrepreneurial success as managers and supervisors are the decision makers of an enterprise (Oyewo 2020). Entrepreneurial success in SMEs is influenced by a variety of factors such as management accounting practices and business environment. Through identifying the effectiveness of management accounting practices, business environmental factors, and its ability to adapt to the changing competitive market, SMEs; may acquire market opportunities while capitalizing on market trends.(Rodriguez et al. 2021),

The use of management accounting practices among SMEs could effectively manage their finances and plan for the future with decision-making and cost behavior (Razak, et al., 2023). Management accounting practices in small and medium-sized enterprises are empirically important, they provide valuable information for decision-making and cost behavior which is essential in achieving sustainability (Baffo et al.,

2023). This study explores the role of management accounting practices in supporting sustainable business initiatives in small and medium sized enterprises (SME) in Ozamiz City, Misamis Occidental. The research aims understand how data analysis, cost management, and decision making help organizations optimize resources, allocate resources effectively, and navigate the complexities of a dynamic business environment.

Management accounting practices are necessary for small and medium enterprises to thrive in a sustainable business environment (Gyamera et al., 2023). These practices help SMEs analyze and interpret financial data, identify cost-effective measures, implement effective planning, and budgeting, evaluate performance, and make informed decision-making. Additionally, managers can use management accounting practices to monitor and control the financial aspects of their business, ensuring that resources are utilized efficiently and effectively. . Most importantly in the context of SMEs, which constitutes a significant size in not just the global economy but in rural urban areas, specifically in Ozamiz city (Martins et al., 2022). These enterprises are relevantly important in creating a growing economy with better job opportunities but often face resource and management constraints (Gherghina, et al., 2019).

Prior research suggests that usage of management accounting is not only lower but also different in SMEs compared to larger entities. Based on a comparison of SMEs, the review explains how environmental, staff, and organizational factors significantly influence the organization of management accounting in SMEs and that SME performance in general benefits from proper management accounting (Alcazar, 2020). Management accounting practices significantly impact the success of SMEs, ensuring high-quality customer services and strong business connection. In developing countries understanding these practices is crucial for fostering growth initiatives and emphasizing

strategic planning in small and rural areas. MAPSs' are essential for managers to monitor performance, allocate resources effectively, make well-informed decisions, and promote organizational success (Management Accounting Homework Help, 2023). Studies suggest management accounting practices can help organizations gain a competitive advantage by incorporating practices and strategies. However, there's no evidence on their effectives. Managers consider various factors in managing industries, emphasizing information's importance for decision making (Karagiorgos et al., 2020). They not only process the financial statements information but also non-financial information (Zeynep & Fikret. 2020). According to a study by Paula, et al. (2022) Quality Non-Financial Information does not contribute directly to Non-Financial Performance but contributes indirectly via Decision-Making Success. This implicates an indirect correlation of non-financial information's importance to a success of an enterprise.This study provides practical suggestions for stakeholders, including business managers, SME owners, shareholders, and analyst, on how to effectively utilize management accounting practices for business success. It also aids policymakers in developing policies and support programs for SMEs.

By doing so, this research may provide empirical evidence of the interplay of the efficient and effective utilization of management accounting practices in various business environmental factors in relation to the success of an SME. This will add to the wide-ranging analysis already conducted in this field and contribute to the existing body of knowledge on management accounting practices and SME success. This investigation can provide evidenced-based contributions to the growth and development of small and medium enterprises in Ozamiz City, and in the bigger picture of contributing to the economic development and social well-being in the region and country.

Management accounting practices performance measurement can help SMEs in assessing their performance and identifying areas for improvement (Alvarez et al., 2021). They play a crucial role in integrating business sustainability (Dasanayaka et al., 2021). These practices provide them with valuable information about the financial health of the company, helping them in cost behavior and decision-making. They ensure the efficient resource allocation and enhance the overall business sustainability. Moreover, small and medium sized enterprises need to be aware of business environmental factors that can impact their success (Kafetzopoulos & Oyewo, 2020). These business environmental factors play a crucial role in of small and medium-sized enterprises' success. As they understand market demand, business education awareness, resource constraints, and regulatory changes affecting business performance and profitability of SMEs (Erskine & Yong, 2020).

Theoretical Framework

This study was be anchored on two theories namely: The Resource Based View (RBV) Theory by Wernerfelt (1986), and The Contingency Theory by Harash (2017).The Resource-Based View (RBV) Theory and the Contingency Theory aimed to explain how firms can gain and sustain competetive advantage (Muntari et al., 2021). RBV suggests that firms can achieve sustainable competitive advantage by leveraging their unique and valuable resources and capabilities. It is one of the most influential theories in the field of Strategic Management and Marketing (Uyanık, 2023). These resources can be tangible, such as physical assets, or intangible, such as knowledge and skills. The application of these resources and capabilities in a way that is difficult for competitors to imitate is considered the foundation of a firm's competitive advantage (Muntari et al., 2021; Fahlefi & Indriani, 2020).Meanwhile, the utilization of this theory in other related studies suggests that this had a significant impact on the management

accounting practices of small and medium-sized enterprises (SMEs). It indicated that the availability of resources and the manner in which they are deployed can influence the organization's cost behaviour, budgeting, and decision-making processes. In addition, the RBV suggests that the unique sets of resources and capabilities possessed by SMEs can lead to the development of distinctive management accounting practices that may differ from those commonly employed by larger organizations (Uyanık, 2023).

SMEs' performance refers to the outcomes of firms' business activities and operations, which can be measured in terms of financial and non-financial indicators (Uyanık, et al., 2023). Growth in market share is often used to evaluate the effectiveness of a firm's strategy and operations. Firm performance can be influenced by various external factors, such as industry dynamics, economic conditions, and government policies, as well as internal factors, such as management capabilities, organizational structure, and resource allocation. (Sukartini et al., 2019).

However, the Contingency Theory also provides a relevant theoretical lens through which to examine the management accounting practices of SMEs. This perspective suggests that the design and implementation of management accounting systems are contingent upon various organizational, environmental, and technological factors (Abdullah et al., 2022). For SMEs, these factors may include the availability of financial resources, the level of technological sophistication, the competitive landscape, and the specific industry dynamics. The Contingency Theory posits that there is no universal "best" management accounting system, but rather, the most appropriate system is one that aligns with the unique circumstances and challenges faced by the organization.

Meanwhile, Кухарчук et al., (2021) asserted that the positive influence of small and medium-sized enterprises when creating a management accounting system is that if the system for organizing operational processes at the expense of smaller scales is simpler, it is more possible to have an interaction of management, marketing systems, operational processes. In addition, they suggest that effective integration of financial and managerial accounting and the development of a comprehensive chart of accounts and analytical accounts can contribute to the success of management accounting implementation in SMEs.

Significantly, the results show that all management accounting practices, including costing systems, performance evaluation, and information for decision-making, have a positive impact on the business performance of SMEs. Thus, Resource-Based View and Contingency Theory provide a robust theoretical framework for understanding the management accounting practices of SMEs, particularly regarding cost behavior, budgeting, and decision-making processes.

Conceptual Framework

This study examines the significant relationship between management accounting practices, business environmental factors, and entrepreneurial success within small and medium-sized enterprises in Ozamiz City, Misamis Occidental.

Management Accounting Practices are systems that enable firms to generate information for budgeting, reporting and controlling, measuring performance, and costing products and services that in turn assist in managerial decision-making. It includes identifying the information needs of management and developing the systems required to meet those needs, such as planning, forecasting, budgeting, cost and revenue management, and performance measurement (Management accounting, 2022).

Business environmental factors refer to the external conditions, circumstances, and influences that affect the operations, performance, and strategies of businesses. Some enterprise environmental factors are external to the organization, such as marketplace conditions, legal restrictions, financial considerations and physical environmental elements, market demands, business education awareness, regulations and policies, technological advancements, sociocultural trends, political developments, and environmental concerns (Enterprise environmental factor, 2019). However, the dependent variable of the study is

Entrepreneurial success which is defined as the ultimate goal pursued by entrepreneurs, and entrepreneurial passion is also considered an indispensable and important element on the road to entrepreneurial success. It depends on the time and effort you are willing to put into your venture. Resilience is crucial when it comes to setting up your start-up. You need to be determined and willing to put in the hard graft. Take a look at these entrepreneurial ideas for all to help you make a success of your business (Zhang,& Ma, 2021).By exploring these variables, the study aims to understand the significant relationship between management accounting practices, business environmental factors, and entrepreneurial success that collectively impact entrepreneurs in small and medium enterprises thereby contributing to their long-term success and sustainability.

SMEs Management Accounting Practices are systems or processes that enable firms to generate information for budgeting, reporting and controlling, measuring performance, and costing products and services. These refer to the various methodologies and techniques employed by firms to generate relevant financial and non-financial information (Bakhsh et al., 2019). This study focuses on three specific

sub-constructs of SME management accounting practices: cost behavior, budgeting, and decision making (Dlamini & Schutte, 2021).

Cost Behavior involves an appropriate costing approach based on the nature of the business. Depending on the type of operations, SMEs may need to utilize different costing methods to ensure accurate product pricing, decision-making, and profitability. By considering this, SMEs can gain a better understanding of their cost structure and cost drivers to improve their overall financial management. Businesses in Ozamiz City can align their costing practices with their specific operations to enhance their competitiveness (Dlamini & Schutte, 2021).

Decision Making is the final sub-construct, where management accounting practices support SMEs in making informed and strategic decisions (Ramzi et al., 2023). Reliable financial information and analysis can empower managers to assess the financial implications of their choices, leading to improved profitability and sustainability (Dlamini & Schutte, 2021).

Meanwhile, **Business environmental factors** are all that involves the company, and it is all that is beyond the sectorial boundaries or limits of the organization, the environments are characterized by intense competition, economic intensity, technological changes, information exchange, uncertainties about government policies, and other factors that may threaten the future of the company. What characterizes the external environment is that organizations have not control over it (Kinange, Dr & Patil, Nikhil, 2020). In this study, Business Environmental factors are conceptualized through four key sub-constructs: Market demand, Business education awareness, resource constraints, and regulations and policies (Rukchart et al., 2022).

Business environmental factors play a critical role in the effectiveness and success of businesses, particularly in small and medium-sized enterprises settings. Various studies explored the relationships between business environmental factors and other organizational variables such as market demand, business education awareness, resource constraints, and regulatory and policies, which are also components of the schematic diagram in this study. *Market demand* is a crucial factor for businesses to consider staying competitive and meet consumer expectations. By understanding their market and anticipating trends, businesses can position themselves to better cater to the diverse needs and expectations of their customers. SMEs can stand out in the market by embracing eco-friendly practices, driven by growing consumer interest in sustainable products and services.

Catering to customer demand for sustainability not only helps attract and keep customers but also boosts sales and market presence (Ascani, 2021). Therefore, it is crucial for businesses to continuously monitor and analyze market trends, customer behavior, and the evolving preferences of their target audience. This information serves as a guide for businesses to develop effective marketing strategies, adapt their products or services accordingly, and stay ahead of the competition. Moreover, staying informed about market trends and consumer behavior is essential for businesses to remain resilient and adaptable in an increasingly globalized and interconnected economy Muntari et al., (2021). *Business education awareness* is essential for the economic development and self-reliance of Ozamiz City. By promoting and integrating business education programs in schools and training institutions, the city can empower its residents with the necessary knowledge and skills to establish and maintain success.

Business education awareness can help SME owners understand the importance of effective management accounting practices in achieving their business targets. By

providing them with knowledge about financial management, cost analysis, budgeting, and performance measurement, business education creates a conceptual framework that enables SME owners to make informed decisions and effectively utilize management accounting practices (Business Education, 2023). *Resource constraints* refer to the limited availability of resources, such as financial capital, human capital, and physical assets that SMEs often face. These constraints can pose significant challenges for SMEs in effectively implementing and utilizing management accounting practices (Moursellas et al., 2022). However, through strategic planning and resource allocation, SMEs can overcome these constraints and maximize the benefits of management accounting practices. Resource Constraints organizations often face resource constraints, including limited financial resources, personnel, and technical expertise, which can hinder their ability to invest in sustainable practices. High upfront costs and uncertain returns on investment may deter SMEs from pursuing sustainability initiatives (Kruseman, et al., 2020). *Regulatory and policies* is a fundamental element of our economies and societies, shaping the landscape in which businesses operate. The debate over the influence of regulation on business growth and performance engage business owners, politicians, and academics alike. This debate is particularly relevant when it focuses on the impact of regulation on Small and Medium-sized Enterprises (SMEs), which are important actors in economies, especially noted for their role in sustaining high employment rates (BEIS, 2022). Dwivedi et,al, 2021 suggests that the regulatory agenda, aiming for a trust-based, collaborative relationship between regulators and the regulated, has the potential to encourage SMEs to be more socially responsible and compliant with the law.

Entrepreneurial success refers to achieving sustained growth and profitability through innovation, effective management, and meeting market demands, often

characterized by increased revenue, customer base expansion, and strong competitive positioning. Entrepreneurial success lies in us because essentially the entrepreneurial spirit is embedded in every human being, which means having creativity having specific goals, and trying to achieve success in life (M Chavez Maza 2022). *Leadership skills* are crucial for entrepreneurial success as they enable entrepreneurs to effectively guide their teams, make strategic decisions, and navigate the challenges of running a business (Rika Widya et,. Al 2019). It is essential for the success of SMEs in Ozamiz City, enabling entrepreneurs to guide their teams, make strategic decisions, and navigate challenges effectively. For instance, research by (Rika Widya et., al 2019) underscores the significant impact of leadership skills that contribute to the growth and sustainability of local businesses, fostering a thriving entrepreneurial ecosystem in the region. *Market conditions* refer to the various factors and dynamics that characterize the environment in which a business operates, including economic trends, consumer behavior, competition, regulatory landscape, and technological advancements (Ascani 2021). Understanding and adapting to market conditions is crucial for entrepreneurial success in SMEs because it allows businesses to identify opportunities, mitigate risks, and stay competitive.

To conclude everything, this framework will try to emphasize the significant relationship between management accounting practices, business environmental factors, and entrepreneurial success, they significantly contribute to the success and performance of small and medium-sized enterprises in Ozamiz City, Misamis Occidental. SME management accounting practices such as cost behavior, budgeting, and decision-making foster informed decision-making and efficient resource allocation. These practices enhance the ability of SMEs to achieve their business objectives, maintain financial health, and sustain long-term growth (Nkwinika, et, al 2023). Business

environmental factors such as market demand, business education awareness, resource constraints, and regulations and policies further influence the strategic decisions and operational efficiency of SMEs contributing to their competitive advantage and success (Kinange & Patil, Nikhil, 2020). Moreover, management accounting practices that include cost behavior, budgeting, and decision-making, thereby enhance the ability of SMEs to monitor their progress, ensure transparency, and align their operations with long-term goals. These practices provide a robust framework for making informed decisions, optimizing financial performance, and driving sustainable growth (Odonkor et al, 2024). Comprehensive financial strategies for achieving sustainable growth in small businesses. Finance & Accounting Research Journal. 6. 1349-1374. 10.51594/farj.v6i8.1376. Finally, entrepreneurial success involves a combination of effective leadership skills and a thorough understanding of market conditions (M Chavez Maza 2022). Strong leadership enables entrepreneurs to inspire and guide their teams, while market conditions influence strategic decisions, resource allocation, and overall business performance. By these two aspects, entrepreneurs can navigate challenges, capitalize on opportunities, and drive sustained growth in their ventures. By understanding and leveraging these interconnected variables, small and medium-sized enterprises can achieve sustainable growth and success in the competitive business environment of Ozamiz City, Misamis Occidental.

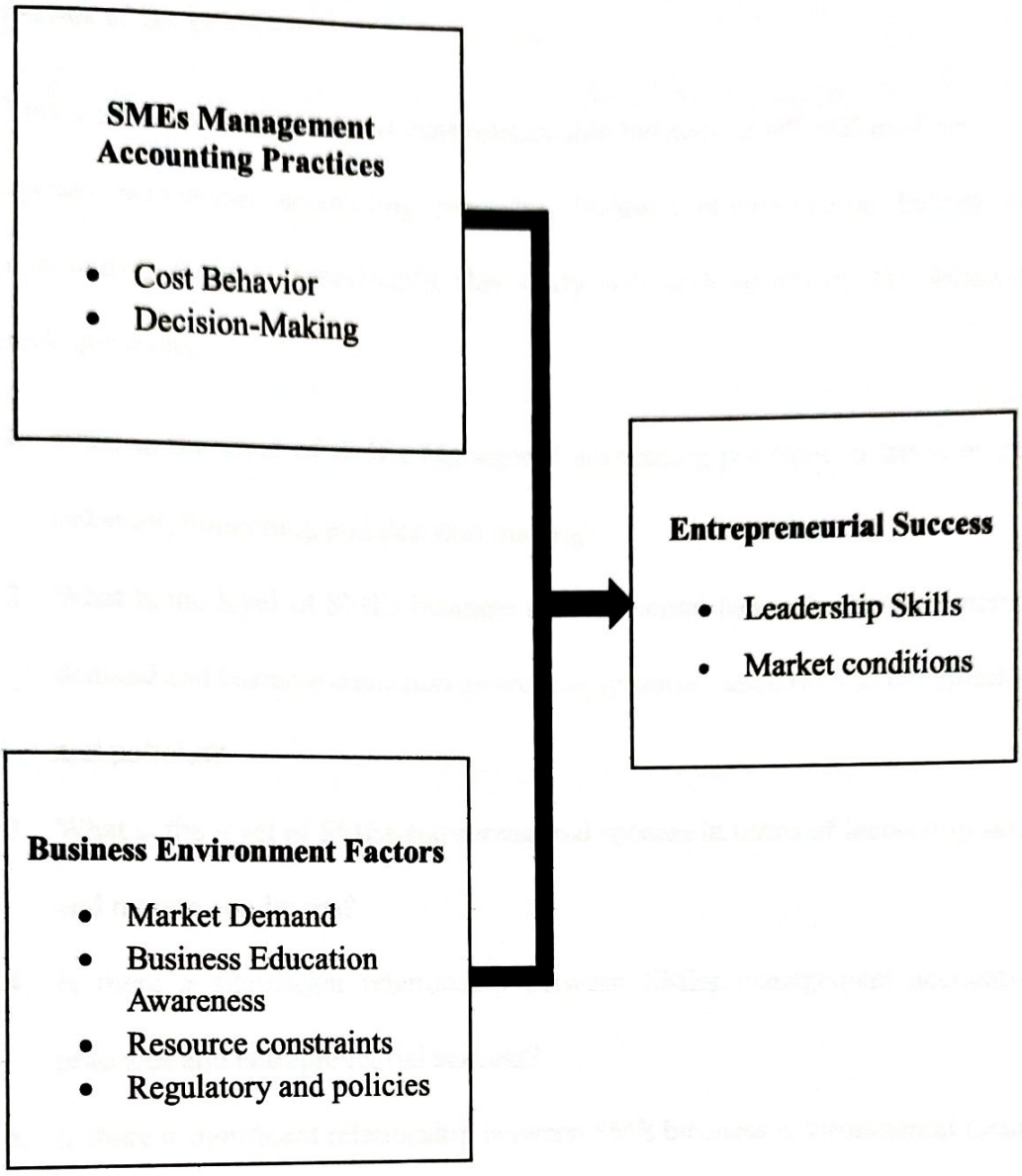


Figure 1 Schematic Diagram of the Study

Statement of the problem:

This study explored the significant relationship between small and medium-sized enterprises managerial accounting practices, business environmental factors and entrepreneurial success. Specifically, this study will seek to ensure the following research questions.

1. What is the level of SMEs Managerial accounting practices in terms of cost behavior, budgeting, and decision making?
2. What is the level of SMEs business environmental factors in terms of market demand and business education awareness, resource constraints, and regulations and policies?
3. What is the level of SMEs entrepreneurial success in terms of leadership skills and market conditions?
4. Is there a significant relationship between SMEs management accounting practices and entrepreneurial success?
5. Is there a significant relationship between SME business environmental factors and entrepreneurial success?

Null hypothesis:

HO1: there is no significant relationship between SMEs management accounting practices and entrepreneurial success.

HO2: There is no significant relationship between SMEs business environmental factors and entrepreneurial success.

Chapter 2
RESEARCH METHODOLOGY

Design

This research employed a quantitative, descriptive –correlational design, the selection of a study design is the most critical step in a research methodology (Rezigalla, 2020). The design is a quantitative research method that describes relationship between the variables management accounting practices, business environmental factors in relation to entrepreneurial success. Thus, this design was appropriate in the study as it explored the relationship between small and medium sized enterprises, managerial accounting practices, business environmental factors, and entrepreneurial success.

Setting

The study was conducted at Misamis Occidental – Ozamiz City. Ozamiz City has a thriving business community with a significant number of SMEs operating in various industries such as retail, manufacturing, and services. The researchers focused exclusively on the Supervisory or Managerial position of small and medium enterprises in order to explore how management accounting practices support sustainable business initiatives in small and medium-sized enterprises (SMEs) in Ozamiz City.

Respondents

Our respondents are 200 individuals in managerial and supervisory roles with 3 and above years of experience within SMEs in Ozamiz City. Purposive sampling technique was used, these managers and supervisors are responsible for functions such as decision-making, market analysis, and leadership roles. According to Timothy, V. L. (2022) managers with more years of experience in the sector place higher importance than their less experienced counterparts.

Instruments

The following instruments will be used in gathering the data from the respondents:

A. Business Environmental Factors. This is a four point-Likert scale questionnaire that will be adapted from Environmental Satisfaction Scale (ESS) by Rozi et al. (Rahim & Balan, 2021). It has 4 constructs namely; market demand, business education awareness, resource constraints, and regulatory and policy. It has 20 statements (see appendix; x A).In determining the level of Business Environmental Factors, the following scale was be used:

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

B. Management Accounting Practices. This is a four point-Likert scale questionnaire that was adopted and modified from Cost (Uyar & Ali. 2010). The questionnaire consist of (3) constructs and 15 statements (see Appendix B).In determining the level of management accounting practices, the following scale be used:

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

C. Entrepreneurial Success. This is a four point-Likert scale questionnaire that was adopted and modified from (Latif, et al. 2023). The questionnaire consists of (2) constructs and 14 statements.(see Appendix C)In determining the level of employee engagement among cooperatives the following scale will be used:

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

Data Collection

Before the questionnaires were disseminated, researchers' pursued approval form the dean and was conferred by the advisers. Upon approval, informed consent was acquired before the questionnaire was given to the respondents. A consent letter was also sent to the organizations/ small and medium enterprises where the respondents are currently connected. After gaining permission, the researchers will introduce themselves and explain to the respondents the purpose of the study. The researchers then personally administered the survey instrument to the respondents. The questionnaires were collected after 2-5 business days for the managers/supervisors to have sufficient time to answer the questionnaire with a clear space of mind. After all questionnaires were collected, the results were then tallied using excel. The tallied results were then sent out to the statistician to confer for the table and results. The table and results were then analysed by the researchers. Moreover, results and discussion were crafted based from the analysed tallies.

Ethical Consideration

For ethical research considerations, before the conduct of the study, the respondents will receive a detail briefing and key information about the purpose of the study. Through informed consent, the respondents shall willingly decide to take part in the study. In order to guarantee the protection of the privacy of research respondents, the anonymity of individuals participating in the research, and the avoidance of potential harm, all information will be held and handled with the utmost confidentiality by not disclosing the names and identity of the research participants in accordance with RA 10173, generally known as the Data Privacy Act.

Data Analysis

Mean and standard deviation. These tools were be used to determine the level of Managerial accounting practices, business environmental factors, and entrepreneurial success.

Pearson Product moment Correlation Coefficient. This tool was used explore the significant relationship between small and medium-sized enterprises managerial accounting practices, business environmental factors and entrepreneurial success.

Chapter 3

RESULTS AND DISCUSSION

Level of SMEs Management accounting practices

(Mean 3.53; Standard Deviation .3429) Decision Making had a mean of 3.53 interpreted as high. The results suggest that respondents make informed and analysed decision related to management accounting. The results justify that, managers/ supervisors responsible for making analysed decisions for business operations are capable of analysing the market. They possess basic knowledge of market analysis and are aware that making real-time market decisions are important for business sustainability. Moreover, the results suggest that respondents are aware of the effects of effective and efficient decision making when it comes to the utilization of resources. This shows that respondents are knowledgeable enough to analyse and be aware of market conditions, grab opportunities that come up from the market, and know how to mitigate damages.

(Mean 3.51; Standard deviation .4045) Cost Behavior reflects a mean of 3.51 the result show that they are capable of reading market trends, thus results suggest that they have the capacity to integrate appropriate costing approach. It shows that respondents have the awareness of their nature of business and they know the trends in their industry. They understand that the pricing of products are significantly important, and that they may incorporate different costing methods to ensure accurate product pricing in relation to their profitability. Results also show that better understanding of cost structure and cost drivers align with their competitiveness in the market.

The two constructs cost behaviour and decision making shows an overall weighted mean of approximately 3.52. This indicates that on average respondents have

a positive perception of these management accounting practices. Decision making recorded the highest mean with 3.53 indicating that respondents have a strong capacity to make informed decisions related to management accounting practices. Cost behaviour achieved a lower mean with 3.51, which is also rated high, suggesting that respondents have a clear understanding of cost related processes and reflects on their financial decisions. Therefore, the results support the pieces of literature which emphasizes that SME's incorporate management accounting practices in their operations and are economically helpful for their businesses Oyewo (2020).

The construct cost behaviour had a standard deviation of .4045 indicating that responses deviate by around 0.4045 from the mean which is 3.50. It is a relatively small deviation suggesting that responses were close to average rating. Suggesting that respondents had a similar knowledge towards reading market trends and that they have insight towards integrating various costing approaches. On the other hand, decision making had a standard deviation of .3429, which is slightly lower than the SD of cost behaviour. This suggest even greater consistency of responses from respondents. This shows that respondents do make informed and analysed decisions based from management accounting practices. Further, the concluded findings are consistent with literature that points out the importance of management accounting knowledge for effective decision-making in SMEs (Management Accounting Homework Help, 2023).

In conclusion, respondents are fully aware of the positive implications of understanding management accounting practices and its uplifting effects in efficient decision making. Results also suggest that respondents have knowledge in the market trends making them capable of coming up with fit pricing strategies and better marketing.

Table 1. Level of SMEs Management accounting practices.

Constructs	M	SD	Interpretation
COST BEHAVIOR	3.506	.4045	Very High
DECISION MAKING	3.528	.3429	Very High
SME MANAGEMENT ACCOUNTING PRACTICES	**3.517**	**.3355**	**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 SMEs business environmental factors

(Mean 3.580; Standard Deviation .9068) Market Demand had a mean of 3.580 which is interpreted as high. The results suggest that respondents see fluctuation in demand are regarded as major driver of strategic decision-making. Thus, results confer that respondents see understanding market demand, industry trends, and economic conditions as a good foundation to good performance leading to profitability. (Erskine & Yong, 2020). Respondents also see market demand as a crucial factor for a business to stay competitive, as they view that understanding this would allow them to position themselves to better cater the diverse needs and expectation of customers. Thus, with the results showing an interpretation of high in market demand, it indicates that business are responsive to shifts in consumer demand, this supports the study of (Ascani, 2021), catering to customer demand for sustainability not only helps attract and keep customers but also boosts sales and market presence.

(Mean 3.496; Standard Deviation .4134) The construct business education awareness had a mean of 3.496 interpreted as high. This indicates that respondents show a high appreciation for the role of knowledge and skills in adapting to market changes. The results also suggest that managers/supervisors give importance to business education awareness as this plays a crucial role in entrepreneurial outcome. The construct business education awareness also implies that companies prioritize external

environmental monitoring and continuous learning to remain competitive. Further, this supports the view that knowledge-driven adaptability fosters innovation and problem-solving in complex business landscapes (Etim et al., 2020). The results underscores the significance of integrating structured business education programs within businesses. Through it, this enhances organizations strategic thinking and improves its market responsiveness. (Mean 3.444; Standard Deviation .3788) Resource constraints scored a mean of 3.444 showing that while resources are seen as a challenge, their management still highly rated among respondents. The results indicate that respondents give importance to efficient and effective allocation for budget for necessary resources. This supports the literature Resource Constraints aligns with literature emphasizing resource optimization as crucial for achieving competitive advantage. Results also suggest that respondents have knowledge to efficiently allocate their resources and as well obtain necessary information for their operations. It shows that respondents are aware of the negative impacts of high upfront cost and uncertain return on investment making it hard to pursue sustainability (Kruseman, et al., 2020).

(Mean 3.564; Standard Deviation .3743) Regulatory Policy shows a mean 3.564 reflecting respondents' emphasis on compliance and regulatory adherence as essential for sustainable operations. The results show that businesses here in Ozamiz City are responsive to regulatory shifts and expectations. The result also indicate that the organizations prioritizes compliance, which ensures adherence to policies and regulations. Results indicate that respondents view compliance at a high level of importance, thus not complying with the government means termination of business. This would then lead to a domino effect of lesser job opportunities in the community. This supports a study of (Dwivedi et, al, 2021) suggests that the regulatory agenda, aiming for a trust-based, collaborative relationship between regulators and the

regulated, has the potential to encourage SMEs to be more socially responsible and compliant with the law.

The construct market demand had a standard deviation of 0.9068, which means responses deviate around 0.9068 from the mean which is 3.580. The high deviation suggest that there is more variation in the responses perception towards market demand. This may indicate to the experience levels or knowledge of the respondents regarding understanding the market demands. Business education awareness marked a standard deviation of 0.4134, which is significantly lower than market demand. It suggest that responses are more aligned toward the mean of 3.496. Results imply with the low deviation that respondents share similar understanding of business education awareness and gives importance to it. Resource constraints alongside regulatory policy had close results of standard deviation with 0.3788 and 0.3743 respectively, indicating a strong consistency in responses.

Overall, market demand posed the highest mean with 3.580 suggesting that respondents have more knowledge towards the market, seeing it as an important factor for longevity. On the other hand resource constraint has the lowest mean of 3.444 which is still interpreted as high, this shows that resources are seen as challenges in the organization and that it is important for organizations to efficiently come up with economically beneficial decisions for the business. This aligns with the literature emphasizing resource optimization as crucial for achieving competitive advantage.

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Table 2. Level of SMEs business environmental factors in terms of market demand and business education awareness, resource constraints, and regulations and policies.

Constructs	M	SD	Interpretation
MARKET DEMAND	3.580	.9068	Very High
BUSINESS EDUCATION AWARENESS	3.496	.4134	Very High
RESOURCE CONSTRAINTS	3.444	.3788	Very High
REGULATORY POLICY	3.564	.3743	Very High
BUSINESS ENVIRONMENTAL FACTORS	**3.521**	**.3911**	**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 SMEs entrepreneurial success.

(Mean 3.550; Standard Devaition.3656)Leadership skills had a mean of 3.550. Signifying that respondents highly values strong leadership capabilities, including decision-making, team management, and strategic guidance. This supports the literature that states that leadership skills and market conditions have a significant role in predicting the entrepreneurial success of SMEs (Gautam & Khadka, 2022). The results also indicate that respondents are confident in their skills and knowledge when it comes to leading a business. They understand the market conditions and take advantage of those skills. They try to promote a positive working environment and make sure to communicate their expectations to their employees. This supports the literature that states *Leadership skills* are crucial for entrepreneurial success as they enable entrepreneurs to effectively guide their teams, make strategic decisions, and navigate the challenges of running a business (Rika Widya et. Al 2019).

(Mean 3.538; Standard Deviation .3757)Market conditions scored a mean of 3.538, this reflects the respondents' high regard for external business environment and their ability to navigate market dynamics effectively. Respondents understand the constantly changing market environment and are knowledgeable enough to translate their understandings to their business operations. This shows their awareness of the importance of market factors. While there is some variability in perceptions, it reinforces the understanding that staying updated and aware to market changes and adapting strategies accordingly is critically important for business success.

Leadership skills standard deviation scored 0.3656, this suggest the level of agreement of the respondents of SMEs in Ozamiz City. This indicates that respondents prioritize proper leadership and continuous development of leadership skills. Market conditions has a slightly higher standard deviation scoring 0.3757, while there is more variability in perception of respondents' toward market conditions, the responses are still consistent and do not deviate significantly. This indicates the respondents have relative knowledge towards understanding market conditions. Overall, the mean of both constructs are significantly close. This suggest that respondents view both the constructs leadership skills and market conditions relatively even. This supports the literature of (M. Chavez Maza 2022) that states that entrepreneurial success involves a combination of effective leadership skills and a thorough understanding of market conditions.

In conclusion, results signify that respondents are strongly aware of the implications of good leadership, as it results to positive impact in the business. Results also suggest that respondents are capable of reading market conditions making them capable of capitalizing using their knowledge.

Table 3. Level of SMEs entrepreneurial success in terms of leadership skills and market conditions.

Constructs	M	SD	Interpretation
LEADERSHIP SKILLS	3.550	.3656	Very High
MARKET CONDITIONS	3.538	.3757	Very High
ENTREPRENEURIAL SUCCESS	**3.544**	**.3409**	**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 SMEs management accounting practices and entrepreneurial success.

(R-value .508; P-value 0.000) Cost behaviour has an R-value of .508 signifying a positive correlation between two variables. Results suggest that effective cost behaviour aligns closely with the application of management accounting practices in SMEs'. This reinforces the idea that cost-effective strategies are integral to a productive management. This strong positive correlation reflects a highly significant relationship presenting that cost-effective strategies support entrepreneurial success. This aligns with the study of (Gautam & Khadka, 2022) suggesting that entrepreneurs who manage cost efficiently are more likely to achieve long term success and financial stability.

(R-value .682; P-Value 0.000) Decision making had an R-value of .682 signifying a perfect positive correlation between entrepreneurial success and management accounting practices. The findings imply that effective decision-making is not only aligned with robust accounting practices but is highly related to positive outcomes of entrepreneurial success. As the high correlations suggest that the ability to make informed decision is essential for achieving positive business outcomes. Positive decision making is seen as a central factor for informed decision-making supports bothy effective resource management and successful entrepreneurial success. This supports

the study that suggests cost management, informed decision-making and robust accounting collectively contributes to financial stability and business sustainability (Paula et. Al, 2022)

Both constructs cost behaviour and decision making scored a P-value of 0.000 which is considered statistically significant. Results suggest that both constructs are significantly related to entrepreneurial success. Furthermore, the strong correlations with entrepreneurial success highlights the essential roles these practices play in SMEs' dynamic markets.

In conclusion, these constructs collectively support the overall success of SMEs by reinforcing sound financial management, informed decision-making, and entrepreneurial resilience. This interconnected approach positions businesses for sustainable growth, demonstrating the importance of integrated management strategies for navigating the complex and competitive business environments.

Table 4. Significant relationship between SMEs management accounting practices and entrepreneurial success.

ENTREPRENEURIAL SUCCESS	r-value	p-value	Interpretation
COST BEHAVIOR	.508**	0.000	Strong Positive Correlation/Highly Significant
DECISION MAKING	.682**	0.000	Perfect Positive Correlation/Highly Significant
SME MANAGEMENT ACCOUNTING PRACTICES	**.658****	**0.000**	**Perfect Positive Correlation/Highly Significant**

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), Weak Negative Correlation (-0.01 to -0.10), 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 SME business environmental factors and entrepreneurial success.

(R-value .591; P-value 0.000) Market Demand shows significant positive relationships with result of R-value 0.591 emphasizing that entrepreneurs are more likely to succeed when there is high market demand, sufficient resources, and a favourable business environment. These correlations underline the importance of strategic planning that considers market needs, available resources, and the external conditions that may facilitate or hinder success.

(R-value .605; P-value 0.000) Business Education Awareness also plays a crucial role in shaping entrepreneurial outcomes. With a high correlation (r = 0.605) with entrepreneurial success, it reflects that entrepreneurs who are educated about business practices are more likely to succeed when external conditions are conducive. The correlation supports the importance of business education, which is essential for entrepreneurial preparedness. Additionally, the r-value of 0.605 between Business Education Awareness and Entrepreneurial Success emphasizes that knowledge gained from education programs enhances decision-making skills and the ability to capitalize on opportunities, ultimately boosting entrepreneurial outcomes.

(R-value .599; P-value 0.000) The correlation between Business Environmental Factors and Resource Constraints is particularly strong, with an r-value of 0.599, indicating a very high positive relationship. This suggests that a favourable external business environment directly influences the availability and efficient management of resources. Entrepreneurs operating within supportive environments are better positioned to overcome resource limitations, ensuring smooth operations and long-term success.

(R-value .560; P-value 0.000) Regulatory Policy also has a strong relationship with Entrepreneurial Success ($r = 0.560$), indicating that positive government regulations can create an environment where entrepreneurs are more likely to thrive. Supportive policies can reduce barriers, encourage innovation, and create favourable conditions for growth. The high correlation of Business Environmental Factors with Entrepreneurial Success further reinforces the idea that a favourable external business environment is essential for entrepreneurial achievement. Entrepreneurs operating in dynamic and supportive environments are better equipped to adapt, innovate, and scale their ventures. These findings align with existing literature, such as Nkwinika and Akinola (2023), which underscores the importance of a supportive business environment for fostering entrepreneurial growth. The strong relationships between Market Demand, Resource Constraints, and Entrepreneurial Success reinforce the idea that addressing market needs while overcoming resource limitations is critical for positioning businesses for success.

All constructs had a p-value of 0.000 indicating a very strong significant to business environmental factors. Results suggest that market demand, business education awareness, resource constraints, and regulatory policy all have a strong significance to business environmental factors. Suggesting that entrepreneurial success is interdependent to the environmental factors present in the dynamic setup of business.

In conclusion, the analysis highlights the interconnectedness of various factors—business education, market demand, regulatory policy, resource availability, and the overall business environment—in driving entrepreneurial success. These elements work together to create an environment where entrepreneurs are equipped to tackle challenges, seize opportunities, and achieve sustainable growth. Educational and

regulatory bodies can leverage these insights to design policies and programs that foster an environment conducive to entrepreneurship.

Table 5. Significant relationship between SME business environmental factors and entrepreneurial success.

ENTREPRENEURIAL SUCCESS	r-value	p-value	Interpretation
MARKET DEMAND	.591**	0.000	Strong Positive Correlation/Highly Significant
BUSINESS EDUCATION AWARENESS	.605**	0.000	Perfect Positive Correlation/Highly Significant
RESOURCE CONSTRAINTS	.599**	0.000	Strong Positive Correlation/Highly Significant
REGULATORY POLICY	.560**	0.000	Strong Positive Correlation/Highly Significant
BUSINESS ENVIRONMENTAL FACTORS	**.714****	**0.000**	**Perfect Positive Correlation/Highly Significant**

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), Weak Negative Correlation (-0.01 to -0.10), 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 Signifi*

Chapter 4

SUMMARY, FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary

Small and medium-sized enterprises (SMEs) are important for the individuals who depend on them for income and the larger community as they contribute to job creation and economic development. This study investigated the significant relationship between management accounting practices, business environmental factors, and entrepreneurial success in small and medium enterprises. Specifically, this study sought to answer the following research questions: (1) What is the level of SMEs Management accounting practices in terms of cost behaviour, and decision-making?; (2) What is the level of SMEs business environmental factors in terms of market demand and business education awareness, resource constraints, and regulations and policies?; (3) What is the level of SMEs entrepreneurial success in terms of leadership skills and market conditions?; (4) Is there a significant relationship between SMEs management accounting practices and entrepreneurial success?; (5) Is there a significant relationship between SME business environmental factors and entrepreneurial success? This study utilized the descriptive-correlational design, which took place in Ozamiz City, Misamis Occidental among 100 chosen respondents using purposive sampling. Business Environmental Factors, SME Management Accounting Practices, and Entrepreneurial Success Questionnaires were used to gather the data. Mean, Standard Deviation, Pearson Product -Moment Correlation Coefficient, and Multiple Linear Regression Analysis were used in statistical tools.

Findings

The study yielded the following findings:

1. The manager's level of SMEs Management accounting practices was rated as very high for both cost behaviour and decision-making.
2. The level of SMEs business environmental factors among managers, including their market demand, business education awareness, resource constraints, and regulations and policies, postulate a very high result.
3. SMEs managers' entrepreneurial success in terms of leadership skills and market conditions were rated as very high.
4. SMEs Management Accounting Practices have a perfect positive correlation with Entrepreneurial Success.
5. The SME business environmental factors have a perfect positive correlation to their entrepreneurial success.

Conclusion

The study led to the following conclusions:

1. The adept knowledge of SME managers/supervisors in management accounting practices, particularly in cost behavior and decision-making, is a key factor in supporting their entrepreneurial success.
2. The high level of awareness among SME managers in regards to business environmental factors, such as market demand, business education, resource constraints, and regulatory policies, significantly contributes to their effectiveness and efficiency.
3. SME managers' excellent leadership abilities and flexibility in market situations are crucial for entrepreneurial success.
4. There is a direct beneficial relationship between SMEs' management accounting practices and their entrepreneurial performance.
5. SME business environmental factors exhibit a perfect positive correlation with entrepreneurial success.

Recommendation

Based on the results and conclusion of the study, the researchers recommend as follows:

1. SME managers, owners and supervisors can strengthen their knowledge and develop a comprehensive support program to address areas where SMEs show lower proficiency particularly in understanding and applying cost behavior insights. By investing in regular training and development programs they can improve their ability to adopt effective costing methods. Creating workshops and mentorship programs that guide less-experienced colleagues in developing advanced skills in market trend analysis, cost structure comprehension, and make informed decisions that can help achieve business growth and contribute to entrepreneurial success.

2. Government agencies such as as the Department of Trade and Industry (DTI) and Small Business Corporation (SB Corp), in collaboration with private organizations, may prioritize initiatives to address resource constraints, the lowest-ranked factor among SMEs. By fostering collaboration and providing access to training, tools, and funding opportunities, these efforts can help SMEs optimize their resources and strengthen their competitive advantage significantly contributes to their effectiveness and efficiency.

3. For aspiring entrepreneurs, they may look for leadership-developing programs, applicable courses, and collaborative projects to improve their leadership abilities and understand market conditions. Staying informed and adaptable to market changes is key, as variability in market perceptions suggests room for improvement. A balanced focus on both leadership and market conditions will drive long-term success.

4. Given the perfect positive correlation between Management Accounting Practices and entrepreneurial success, SMEs may prioritize improving accounting practices through managerial skill-building courses and regular training to expand knowledge on cost behavior and decision-making. Collaboration with other agencies and industry associations can provide resources and training to enhance resource management and cost-effectiveness. These initiatives will help SME owners and managers stay competitive, with a focus on areas such as resource management and strategic decision-making.

5. Given the study's findings, the researchers recommend focusing on regulatory policies with relatively lower correlations. This can help foster a more supportive business climate, particularly for SMEs operating in restrictive environments. SME managers and owners can benefit from regularly engaging with policy updates and actively participating in business education programs. Finally, addressing resource constraints by leveraging external support and optimizing resource management can help mitigate limitations and enhance long-term success.

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Appendices

Name (Optional):_____

Age:

Gender:

Have you served as a manager for at least 3 years?

Yes ○ **No** ○

Appendix A Business Environmental Factors Questionnaire

Adapted from from Environmental Satisfaction Scale (ESS) by Delmas, Magali & Aigner, Dennis& Toffel, Michael. (2010)

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

INDICATORS	RESPONSES			
MARKET DEMAND	4	3	2	1
1. I clearly understands current market trends in ourindustry				
2. I regularly gather and analyze customer feedback.				
3. I understand our main competitor's strength and weaknesses.				
4. I actively tries to expand by exploring new market growth opportunities.				
5. I actively conduct surveys and research to keep up with customer demands.				
Business Education Awareness	4	3	2	1
1. I make sure our employees are serviced with seminars and training programs to relevant business education.				
2. I create opportunities to have partnerships with institutions teaching businesseducation.				
3. I try to provide opportunities for professional development to ouremployees.				
4. I make sure our team is well-informed and updated of industries new trends and best practices and implements them effectively.				

5. I prioritize equal professional development for all employees.				
Resource Constraints	4	3	2	1
1. I make sure our organizations efficiently allocate budget for necessary resources.				
2. I have data and information required for our operations.				
3. I have the expertise needed to efficiently use ourresources.				
4. We have infrastructure to support our business activities.				
5. Resource constraints rarely hinder our business operations.				
Regulatory and Policy	4	3	2	1
1. I make sure that our organization consistently comply with the relevant policies andregulations.				
2. I address to every member of our organization the regulatory changes promptly.				
3. Regulation changes impact our business operations.				
4. I make sure our organization effectively engages with policymakers toinfluence regulations.				
5. I actively adapt to regulation changes.				

Appendix B SME Management Accounting Practices Questionnaire

Adopted and modified from Cost and management accounting practices (MAPs) by Uyar, Ali. (2010).

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

INDICATORS	RESPONSES			
Cost Behavior	4	3	2	1
1. I regularly analyzes cost behavior to understand how cost change with different levels of activity.				
2. I classify costs accurately as fixed, variable, or mixed in ourfinancial reports.				
3. I make sure our management effectively uses cost behavior analysis toforecast future expenses.				
4. I have clear processes in place to identify and manage costdrivers.				
5. Understanding cost behavior helps us in making pricing decisionsfor our products or services.				
Decision- Making	4	3	2	1
1. Financial data and accounting information are crucial in ourdecision-making processes.				
2. I believe management accounting practices (MAPs) provide timely informationfor strategic decisions.				
3. Cost-benefit analysis is regularly used to evaluate potentialprojects and investments.				
4. I incorporate risk assessments into our decision-making processes.				
5. Decision-making in our company is supported by accurate andrelevant management accounting reports.				

Appendix C Entrepreneurial Succes Questionnaire

Adopted and modified from inter-coder agreement used by Latif, Shahid & Mohd Salleh, Safrul Izani & Ghani, Mazuri. (2023).

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

INDICATORS	RESPONSES			
Leadership skills	4	3	2	1
1. I regularly set clear and achievable goals for my business				
2. I am confident in my decision-making abilities under pressure.				
3. I effectively manage and motivate my team to achieve businessobjectives.				
4. I communicate my vision and expectations clearly to my team.				
5. I adapt my leadership style to meet the changing needs of mybusiness.				
Market conditions	4	3	2	1
1. The demand for my products/services in the market is consistently high.				
2. I regularly monitor and analyze my competitors' activities.				
3. I keep myself updated with the latest market trends affecting mybusiness.				
4. I actively seek and incorporate customer feedback to improve myproducts/services.				
5. I understand the impact of current economic conditions on mybusiness.				

Appendix D

Sample Filled-out Questionnaire

Name(Optional): MARVELL BATION

Age: 54

Gender: Female

Have you served as a manager for at least 3 years?

Yes ● No ○

Appendix A

Business Environmental Factors Questionnaire

Adapted from from Environmental Satisfaction Scale(ESS) by Delmas, Magali & Aigner, Dennis& Toffel, Michael. (2010)

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

INDICATORS	RESPONSES			
MARKET DEMAND	4	3	2	1
1.I clearly understands current market trends in ourindustry	/			
2. I regularly gather and analyze customer feedback.	/			
3. I understand our main competitor's strength and weaknesses.	/			
4. I actively tries to expand by exploring newmarket growth opportunities.	/			
5. I actively conduct surveys and research to keep up withcustomer demands.		/		
Business Education Awareness	4	3	2	1
1. I make sure our employees are serviced with seminars and training programsto relevant business education.	/			
2. I create opportunities to have partnerships with institutions teaching businesseducation.	/			
3. I try to provide opportunities for professional development to our employees.	/			
4. I make sure our team is well-informed and updated of industries new trendsand best practices and implements them effectively.	/			
5. I prioritize equal professional development for all employees.	/			
Resource Constraints	4	3	2	1
1. I make sure our organizations efficiently allocate budget for necessary resources.	/			
2. I have data and information required for our operations.	/			
3. I have the expertise needed to efficiently use ourresources.	/			

4. We have infrastructure to support our business activities.	/			
5. Resource constraints rarely hinder our business operations.		/		
Regulatory and Policy	4	3	2	1
1. I make sure that our organization consistently comply with the relevant policies andregulations.	/			
2. I address to every member of our organization the regulatorychanges promptly.	/			
3. Regulation changes impact our business operations.	/			
4. I make sure our organization effectively engages with policymakers to influence regulations.	/			
5. I actively adapt to regulation changes.	/			

Appendix B

SME Management Accounting Practices Questionnaire

Adopted and modified from Cost and management accounting practices (MAPs) by Uyar, Ali. (2010).

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

INDICATORS	RESPONSES			
Cost Behavior	4	3	2	1
1 I regularly analyzes cost behavior to understand howcosts change with different levels of activity.	/			
2. I classify costs accurately as fixed, variable, or mixed in ourfinancial reports.	/			
3. I make sure our management effectively uses cost behavior analysis toforecast future expenses.	/			
4. I have clear processes in place to identify and manage costdrivers.	/			
5. Understanding cost behavior helps us in making pricing decisionsfor our products or services.	/			
Decision- Making	4	3	2	1
1. Financial data and accounting information are crucial in ourdecision-making processes.	/			

2. I believe management accounting practices (MAPs) provide timely informationfor strategic decisions.	/			
3. Cost-benefit analysis is regularly used to evaluate potentialprojects and investments.	/			
4. I incorporate risk assessments into our decision-makingprocesses.	/			
5. Decision-making in our company is supported by accurate andrelevant management accounting reports.	/			

Appendix C

Entrepreneurial Succes Questionnaire

Adopted and modified from inter-coder agreement used by Latif, Shahid & Mohd Salleh, Safrul Izani & Ghani, Mazuri. (2023).

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

INDICATORS	RESPONSES			
Leadership skills	4	3	2	1
1. I regularly set clear and achievable goals for my business	/			
2. I am confident in my decision-making abilities under pressure.	/			
3. I effectively manage and motivate my team to achieve business objectives.	/			
4. I communicate my vision and expectations clearly to my team.	/			
5. I adapt my leadership style to meet the changing needs of mybusiness.	/			
Market conditions	4	3	2	1
1. The demand for my products/services in the market isconsistently high.	/			
2. I regularly monitor and analyze my competitors' activities.	/			
3. I keep myself updated with the latest market trends affecting my business.	/			
4. I actively seek and incorporate customer feedback to improve my products/services.	/			
5. I understand the impact of current economic conditions on my business.	/			

Appendix E

Statistical Output

1. What is the level of SMEs Managerial accounting practices in terms of cost behaviour and decision making?

Constructs	M	SD	Interpretation
COST BEHAVIOR	3.506	.4045	Very High
DECISION MAKING	3.528	.3429	Very High
SME MANAGEMENT ACCOUNTING PRACTICES	**3.517**	**.3355**	**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)

2. What is the level of SMEs business environmental factors in terms of market demand and business education awareness, resource constraints, and regulations and policies?

Constructs	M	SD	Interpretation
MARKET DEMAND	3.580	.9068	Very High
BUSINESS EDUCATION AWARENESS	3.496	.4134	Very High
RESOURCE CONSTRAINTS	3.444	.3788	Very High
REGULATORY POLICY	3.564	.3743	Very High
BUSINESS ENVIRONMENTAL FACTORS	**3.521**	**.3911**	**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)

3. What is the level of SMEs entrepreneurial success in terms of leadership skills and market conditions?

Descriptive Statistics

Constructs	M	SD	Interpretation
LEADERSHIP SKILLS	3.550	.3656	Very High
MARKET CONDITIONS	3.538	.3757	Very High
ENTREPRENEURIAL SUCCESS	**3.544**	**.3409**	**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)

4. Is there a significant relationship between SMEs management accounting practices and entrepreneurial success?

ENTREPRENEURIAL SUCCESS	r-value	p-value	Interpretation
COST BEHAVIOR	.508**	0.000	Strong Positive Correlation/Highly Significant
DECISION MAKING	.682**	0.000	Perfect Positive Correlation/Highly Significant
SME MANAGEMENT ACCOUNTING PRACTICES	**.658****	**0.000**	**Perfect Positive Correlation/Highly Significant**

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), Weak Negative Correlation (-0.01 to -0.10), 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)*

5. Is there a significant relationship between SME business environmental factors and entrepreneurial success?

Correlations

ENTREPRENEURIAL SUCCESS	r-value	p-value	Interpretation
MARKET DEMAND	.591**	0.000	Strong Positive Correlation/Highly Significant
BUSINESS EDUCATION AWARENESS	.605**	0.000	Perfect Positive Correlation/Highly Significant
RESOURCE CONSTRAINTS	.599**	0.000	Strong Positive Correlation/Highly Significant
REGULATORY POLICY	.560**	0.000	Strong Positive Correlation/Highly Significant
BUSINESS ENVIRONMENTAL FACTORS	**.714****	**0.000**	**Perfect Positive Correlation/Highly Significant**

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), Weak Negative Correlation (-0.01 to -0.10), 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)*

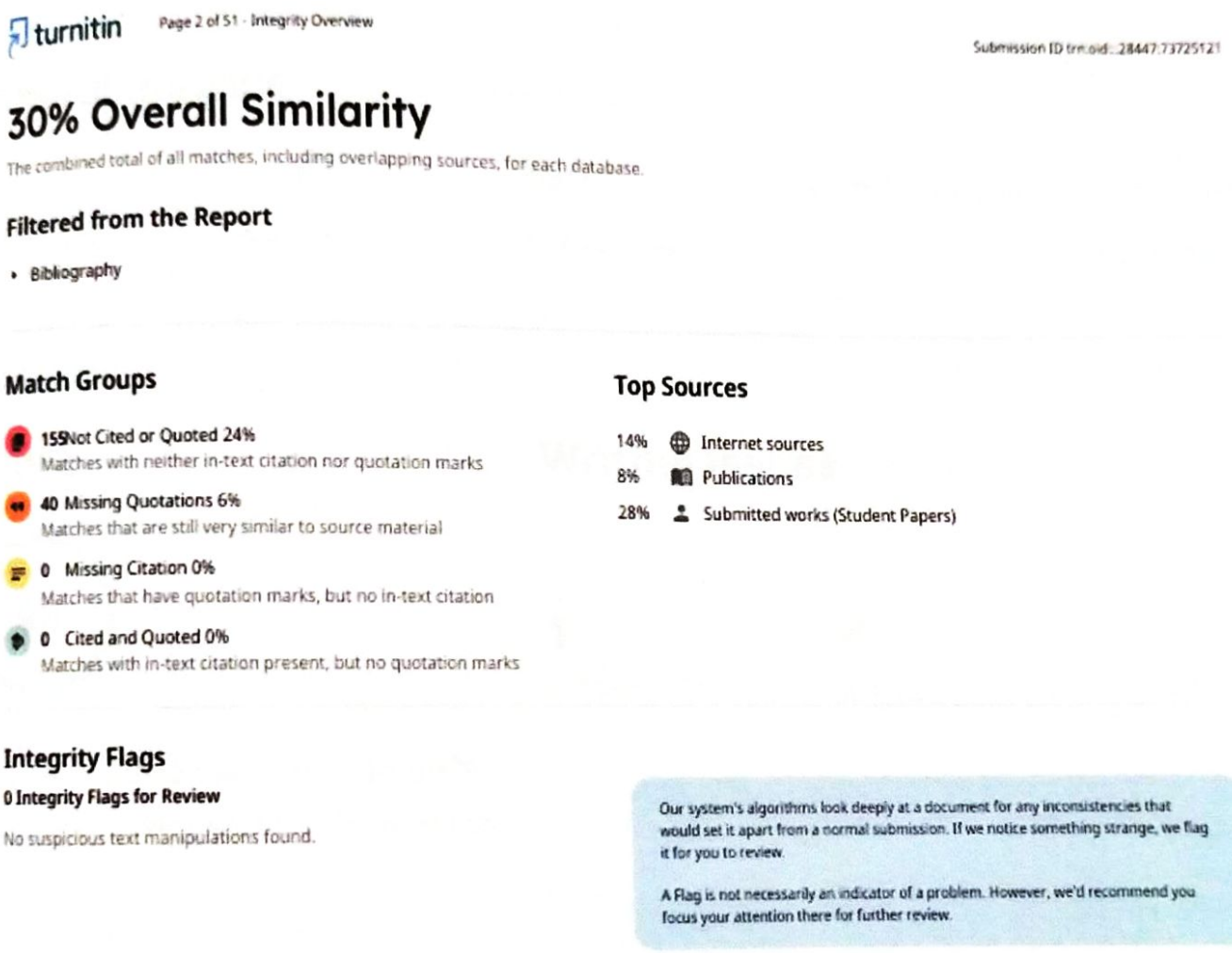
Appendix F

Documentation





Appendix G



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Appendix H

General metrics

63,083	8,427	590	33 min 42 sec	1 hr 4 min
characters	words	sentences	reading time	speaking time

Score

99

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Name	:	**Billy Ian T. Libetario**
Age	:	23 years old
Sex	:	Male
Birthdate	:	December 19, 2000
Address	:	Purok 2 Gango, Ozamiz City
Mobile No.	:	09103102910
Religion	:	IFI



EDUCATIONAL BACKGROUND

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

Senior High School:
Accountancy, Business, and Management
Lasalle University-Integrate School
S.Y. 2019 – 2020

Junior High School:
Lasalle University-Integrate School
S.Y. 2017 – 2018

Elementary:
Lasalle University-Integrate School
S.Y. 2013 – 2014

CURRICULUM VITAE



Name	:	**Jessel Mae T. Sapong**
Age	:	21 years old
Sex	:	Female
Birthdate	:	May16, 2003
Address	:	Purok 1 Raw- an Point Baroy, LDN
Mobile No.	:	09951493252
Religion	:	Roman Catholic

EDUCATIONAL BACKGROUND

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

Senior High School:
Accountancy, Business, and Management
Lanao Norte National Comprehensive High School
S.Y. 2020 – 2021

Junior High School:
Lanao Norte National Comprehensive High School
S.Y. 2018 – 2019

Elementary:
Raw – an Point Elementary School
S.Y. 2014 – 2015

CURRICULUM VITAE

Name	:	**Angel Mechaila R. Alcantara**
Age	:	22 years old
Sex	:	Female
Birthdate	:	March 24, 2002
Address	:	Purok 1, Tiaman Bonifacio, Mis. Occ
Mobile No.	:	09564087510
Religion	:	Roman Catholic



EDUCATIONAL BACKGROUND

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

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

Junior High School:
Bonifacio National High School
S.Y. 2018 – 2019

Elementary:
Tiaman Elementary School
S.Y. 2014 – 2015

CURRICULUM VITAE



Name	:	**Shania A. Maquiling**
Age	:	25 years old
Sex	:	Female
Birthdate	:	December 27, 1999
Address	:	Purok 2, Plaridel, Misamis Occidental
Mobile No.	:	09854496029
Religion	:	Roman Catholic

EDUCATIONAL BACKGROUND

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

Senior High School:
Accountancy, Business, and Management
Looc National High School
S.Y. 2016 – 2018

Junior High School:
Looc National High School
S.Y. 2012 – 2016

Elementary:
Mamanga Elementary School
S.Y. 2006 – 2018