



**MICRO-ENTREPRENEURS' MANAGEMENT PRACTICES,
PERSONALITY TRAITS, AND BUSINESS PERFORMANCE
IN OZAMIZ CITY**

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ABSTRACT

For the business organization to be growing and successful, managers play a crucial role in contributing to such matters. Various practices are being implemented in the venture that suit and blend with their subordinates. This study examined the management practices and personality traits of micro-entrepreneurs in relation to their business performance. It was conducted among Micro-entrepreneurs in Ozamiz City, Misamis Occidental. This study made use of a descriptive-correlational research design. Additionally, the study was conducted among the 347 micro-entrepreneurs who served as the respondents and were selected using a purposive sampling technique. The adapted research questionnaires such as Management Practices Questionnaires, Personality Traits Questionnaires, and Business Performance Questionnaires were utilized to gather the data. The statistical tools used were Mean, Standard Deviation, and Pearson Correlation Coefficient. The study's findings entail a very high level of management practices and a high level of personality traits resulted in a high level among the respondents. Additionally, the level of business performance among the respondents was found to be very good. Subsequently, there is a significant relationship between management practices and business performance among the respondents. Furthermore, it was also found that there is a highly significant relationship between personality traits and business performance among the respondents. In conclusion, micro-entrepreneurs are equipped with management practices and suitable personality traits, which are crucial in leading a business organization and could contribute to the quality of the performance of the business enterprise. In this vein, the researchers recommend to future researchers to widen the scope of the study and to implement other variables that could correlate with business performance.

Keywords: *business performance, management practices, micro-enterprises, micro-entrepreneurs, personality traits*

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INTRODUCTION

Rationale of the Study

In the field of business, it is expected that competitiveness and business performance are crucial (Nor, 2024). Entrepreneurs' business performance results from the workforce's efforts corresponding with a certain measure of value or standard in the individual committed work (Mutegi et al., 2015). Meanwhile, a micro-entrepreneur's performance shows how a certain business performs over a specific period, influenced by the firm's operational activities (Nurliah et al., 2024). The previous study by Nor (2024) centered on how systems interaction, such as people and machines, affect small and medium enterprises (SMEs) business performance. In this vein, the current researchers would like to fill in the literature gap by incorporating other variables and examining how the managers' management practices paired with their personality traits could affect the performance of a certain micro-enterprise business.

Subsequently, entrepreneurship contributes to economic development while utilizing productive assets through entrepreneurs' creativity and competitiveness (Sajjad et al., 2020). In this vein, entrepreneurial culture is vital in establishing a vigorous economic environment wherein capital, creativity, and other resources spur innovation, economic growth, and social well-being (Pradhan et al., 2020; Sajjad et al., 2020). However, existing studies show that a high failure rate of entrepreneurship is evident in those new ventures as various barriers to success prevail, and entrepreneurship on a small scale can have a great impact (Arthur & Hisrich, 2011). Thus, about 66% of new entrant entrepreneurs were unsuccessful due to various challenges such as hiring employees, high competition, and other key factors (Agarwal, 2019).

Entrepreneurship, as defined by Ahmad and Didip (2020), is the endeavor of shifting old behaviors into new ones with full independence and discipline. Accordingly, an entrepreneur advocates innovativeness, opportunity recognition, risk management, action, use of resources, and added value for profit

maximization and business expansion (Filion, 2021; Jena, 2020). In this vein, entrepreneurs are advocates for uplifting a country's economic status through job opportunities and revenue acquisition (Agarwal, 2019). Entrepreneurs' innovativeness is measured based on their ability in the market while creating novel and innovative opportunities seeking a sustainable community (AIContentfy, 2023). This leads to a healthy business organization by becoming adoptive and resilient business innovators and micro-entrepreneurs (Ahmad & Didip, 2020).

Consequently, an individual can be considered a micro-entrepreneur when he or she starts and manages a small business venture with limited human and financial resources (Adobe, 2024). Raisanen and Tuovinen (2020) defined a micro-enterprise as a company composed of employees who are fewer than ten individuals. In the Philippine setting, micro-enterprises are businesses that acquire an asset amount of Php 3,000,000.00 with a lower number of employees (Philippine Commission on Women, 2022). Due to this, micro-entrepreneurs should maintain fit management practices for their workers and businesses as a whole.

Management practices ensure the business can incorporate an effective workplace by acknowledging supervisors and business organizations (Adamovic et al., 2024). Moreover, management practices are the activities that manage people's efforts to achieve established goals by strategically applying limited and scarce resources to achieve the most effective desired objectives. Accordingly, management practices refer to the process that involves giving direction, developing and implementing effective and efficient activities, and organizing and managing personnel to meet the organization's goals (Ofobruku et al., 2023). Subsequently, leaders in organizations play a pivotal role in business success or failure. As follows, they must effectively employ changes and tactics for effective business performance (Al et al., 2020). Accordingly, managers' abilities and styles are essential for business operational efficiency (Belas et al., 2020; Pirtibha,

2021). Thus, the concept of management practices cannot be limited to the manager's personality, viewed as a unique expression of his character.

Contrastingly, the personality of each individual can be described through a set of traits that determines the individual's behavior, attitude, motivation, and cognition (Gupta & Gupta, 2020). Psychologically, *personality traits* are defined as inherent causal entities within an individual, which signifies that personality traits are inborn (Bergner, 2020). However, from the business perspective, one's personality traits postulate a direct or indirect effect on the business with regard to the self-evaluation, need for achievement, and risk inclination of an entrepreneur while forecasting an individual's entrepreneurial performance (Postigo et al., 2021; Mai et al., 2022). A manager's personality controls how a certain manager solves complex problems (Gupta & Gupta). In this vein, entrepreneurs should possess entrepreneurial practices to sustain and improve business performance since not all principles in marketing concepts can be implemented in small businesses (Sarwoko & Nurfarida, 2021). In addition, the Big Five Personality Traits, openness, conscientiousness, extraversion, agreeableness, and neuroticism, determine business performance (Sarwoko & Nurfarida, 2021).

The Big Five personality traits play a vital role in deciding individuals' habits, attitudes, and behaviors, which also shape an individual's cognitive and affective state in a particular situation (Udin & Yuniawan, 2020). Accordingly, managers must understand the core of biologically based mechanisms of resilience. When an employee scores high on extraversion, he or she should be placed in an area that focuses on change implementation, as it can positively impact employees' job performance and satisfaction (Athota et al., 2020). Additionally, the Big Five personality traits have a positive impact on organizational citizenship behavior as well as the enhancement of performance efficiency and organizational effectiveness (Udin & Yuniawan, 2020).

Meanwhile, business performance is one of the major objectives that every business must consider as it gives organizational relevance, especially in developing countries (Andonov et al., 2021; Sarihan, 2014). Business

performance corresponds to organizational success, indicating an increase in business' overall performance. Significantly, personality traits directly impact the firms' performance, especially those decision-personality makers. Accordingly, Siriwatpatara and Rojniruttikul (2024) stated that *business performance* is defined as the level of success or rewards that result from work. The same study from Siriwatpatara & Rojniruttikul (2024) utilized a Balance Scorecard (BSC), which comprises four perspectives: the financial perspective, customer perspective, internal process perspective, and learning and growth perspective. Among the four perspectives, this current study also utilizes the first three mentioned perspectives, which are the financial perspective, customer perspective, and internal process perspective. From a financial perspective, it relates to the expense spent to improve performance as well as the sales performance of the business.

Meanwhile, the customer perspective refers to providing customer care and creating value for the customer in order to build satisfaction with the product, which leads to increased business value. Lastly, the internal processes perspective refers to a corporate perspective demonstrating the organization's efficiency and effectiveness. Hence, this asserts that the mentioned perspectives correlate with the construct of these dependent variables, which are profitability, customer satisfaction, and a motivated workforce. In this vein, this study aimed to examine how the various management practices of different micro-enterprise managers could affect the overall business execution and operation. Furthermore, this study also aimed to determine how certain business managers' personality traits could impact the enterprises' performance based on how the customers are satisfied with the products and services offered by the enterprise, as well as its financial growth and workforce productivity. Conclusively, the current study was conducted to examine the relationship between personality traits and management practices toward the business performance of micro-entrepreneurs.

Theoretical Framework

This study was anchored on three theories: Mintzberg's Management Theory (1973), Costa & McCrae's Big-Five Personality Theory (1970), and Wernerfelt's Resource-Based View (RBV) Theory (1984).

Management Theory, proposed by Mintzberg, comprises the things that managers do to understand their field of specialization or work, to provide an overview of the required competencies for managers, and to assist in achieving the appropriate balance of managerial roles (Nguyen, 2011). Mintzberg added that management is not merely about one of these mentioned acts: controlling, doing, thinking and analyzing, leading, and decision-making, but managing is the combination of these mentioned sets of actions. These managerial activities play an important role in how managers influence and impact the business in relation to its workforce's efficiency and effectiveness.

Relatively, it is found in the Model of Managing, which Mintzberg also proposed, that the information plane, people plane, and action plane are the three primary structures of the mentioned model (Nguyen, 2011). The information plane entails how a certain manager communicates and disseminates information to subordinates to encourage them to fulfill their assigned responsibilities. Through communication between the manager and the subordinates, managers could properly monitor and supervise the overall status of the business. Meanwhile, in the people plane, it is mainly about how a certain manager administers and handles his or her people and subordinates in encouraging them to complete specific tasks or assess such challenges. Moreover, it entails directing people within the unit and connecting those outside and within the business organization. This shows that it could motivate the subordinates and the team, where a positive relationship among the people within the business organization could be maintained. Studies have shown that managers in each organization must consider inspiring subordinates to create a meaningful and conducive workplace. Lastly, the action plan involves dealing with the problems in a proactive and actual manner. This is through the presence of communication and how managers handle

their people, where they could collect more knowledge and create relevant strategic decisions needed for facing business problems.

In this vein, it is imperative that effective communication and management support should be provided to make them feel that they are part of the business community. Thus, this assists in managing and engaging employees, which results in an effective workforce and promotes a sense of social well-being among the workforce, creating a productive working environment. In line with this, this theory could provide a structured framework that emphasizes how managers could handle and operate enterprises depending on their different management approaches.

Another theory that supports one of the variables is the Big-Five Personality, which purports the characteristics that describe an individual's behaviors. Relatively, personality psychologists have accepted and reviewed the Big-Five personality traits on different levels. They include neuroticism, openness, extraversion, agreeableness, and conscientiousness, which provide a guideline to understand the influence of personality on behavior. In this vein, utilizing personality traits has evolved beyond the organizational context to a non-organizational setting.

From an existing standpoint, the five-factor model of personality defines an individual's patterns of thinking, behavior, characteristics, and feelings and an individual's way of reacting to environmental changes about extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience. Relatively, personality traits such as openness and conscientiousness positively influence employees' job performance, implying the significance of considering individual personality differences while assessing and managing the performance of employees. The employers' different personalities could influence employee performance, which could, in turn, affect the business performance in general (Kasuma, 2024).

Furthermore, in the context of business performance, the Resource-Based View supports the last variable of the study, which emphasizes that knowledge as

an asset serves as a competitive advantage and its ability to withstand business performance (Alqatawni, 2016). Moreover, the theory suggests that resources are essential components for business' excellent performance, which could develop a company's competitive advantage.

An existing study by Adam et al. (2022) explained the role of the Resource-Based View (RBV) Theory in business performance. The study showed how social, human, and financial capital substantially improves the performance of small businesses. Relatively, the study asserted that investing in human capital can assist in enhancing business performance. Human capital gives potential entrepreneurs a competitive advantage, which can create a beneficial impact on entrepreneurial entry. The literature concluded that the Resource-Based View Theory assists in achieving business sustainability wherein the three firm resources, such as physical capital resources, human capital resources, and organizational capital resources, can impact business performance. The said theory can help the present study as it assists in determining the different contributing factors in business performance, specifically its relation to human capital resources.

From the findings of a study, the resource-based view implies that a business that possesses resources such as employer branding could lead to sustainable business performance (Hussain et al., 2023). Employer branding refers to a workplace that values the well-being of the employees, hence creating a motivated workforce. This asserts that a business organization that acquires such an asset positively impacts the performance of the business.

Thus, the relevant theories play a pivotal role in terms of having a foundation in research, as well as relative bases in each consisting variable. Each theory connects to each of the variables in this study. Management Theory implies that employers supervise employees based on their diverse needs, creating open communication and visible management support. Meanwhile, the Big-Five Personality showcases how those various personalities of the managers affect the workforce and its business performance, relating to how the Resource-Based

View showcases having an asset of motivating the workforce to make them more productive and effective. The discussed theories are essential for giving the research study a direction, structure, and credibility.

Conceptual Framework

Conceptually, micro-entrepreneurs played a significant part in making the business move in a cycle, including their management style in managing their people. These micro-entrepreneurs create micro-entrepreneurship, highlighting the creation of small businesses that aim to meet the needs of a particular market niche (Adobe, 2024). Micro-entrepreneurs should have proper management practices and suitable personality traits to contribute to the business's performance.

Bodnenko (2023) stated that management refers to coordinating and administrating tasks and responsibilities to attain a certain goal. On the other hand, management also refers to the superior structure of the members within an existing organization. Relatively, *management practices* allow managers to assess their roles in business organizations (Bloom et al., 2020). It is a set of principles wherein managers can capitalize on the abilities of their subordinates and a manner of life that exists across the business. Accordingly, certain management practices contribute to enhancing the productivity of the business organization. Previous studies have shown that management practices can significantly improve business performance. Thus, this asserts that well-implemented management practices within the business organization could positively affect the business performance.

A thousand years ago, communication was one of the essential parts of day-to-day living. Ever since the beginning of human history, there has been a basic need for communication between and among individuals (Ilic et al., 2024). *Communication* is significant to the presence and survival of human beings, including a business organization (Islam, 2023). Communication in business involves creating and sharing ideas between and among the individuals within the

business organization, as well as information, views, and facts, to achieve a common understanding among people. Hence, communication within the business organization plays a fundamental role as it is the key to the directing function of the management. Effective communication safeguards a workplace with productivity, job satisfaction, and competent relationships. This asserts that any form of communication within a business environment, such as in an internal or external setting, hierarchical or flat, can assist in increasing the efficiency, effectiveness, and improvement of business performance. Therefore, this implies that having effective communication within the business organization is an integral part of making the organization successful in the field of business.

According to Ilic et al. (2024), each functional, successful, and existing business organization heavily relies on effective communication, which assists in the attainment of a business organization's goals and objectives. Moreover, the manager must grasp the communication process, its essential components, how those components interact with one another, how the principles of functioning work, the various kinds of communication and their benefits and drawbacks, and communication barriers and how to overcome them. Communication needs to be centralized on sharing perceptions, viewpoints, directives, and records between two people within a business organization. As a result, effective communication in the business setting can improve workforce motivation, managerial performance, decision-making process, and engagement.

Meanwhile, Miftakhirodhiyah et al. (2023) defined *supervision* as a process of guaranteeing that the objectives and goals of the business organization and management are being attained. It is concerned with carrying out actions as planned in accordance with the directions and principles being specified. In addition, supervision in business is an activity wherein managers must be involved in such matters where they will endeavor for work to be executed according to the established plan or desired results. On the other side of the spectrum, French mining engineer Henri Fayol defined *supervision* as the testing of whether everything is being implemented according to the predetermined plan in which its

purpose is to determine the weaknesses and errors in order to correct such matters and to prevent it from occurring (Miftakhirodhiyah et al., 2023). Moreover, as defined by Andreono & Darnis (2023), supervision in business is one of the contributing factors in the success of an activity being implemented in the business organization. This implies that without supervision and guidance, there is the potential for a certain goal in the business not to be achieved. Consequently, in order to achieve such a goal, planning the system itself must be preceded.

Employees in any business organization play a significant role in contributing to the business's success. In this vein, as defined by Ismail et al. (2019), *management support* signifies the provision of the tools and resources by the management of a business organization for the workers to do a particular job. This implies that the decisions from the management could influence all aspects of the business and that management support is an indicator of active work-related behaviors. A result of the study by Young & Jordan (2008) showed that management support is the most crucial and significant success factor for a strategy's success. Additionally, management support also includes financial support, wherein a study conducted by Nyabuto & Nyakwara (2024) found that most participants agreed that top management provides financial support to obtain such entrepreneurial functions.

Meanwhile, the *Big Five Personality Traits* are associated with the behavioral patterns that individuals with specific personality traits reveal over time (Ezeakabekwe & Nwankwo, 2020). According to Birt (2021), openness, conscientiousness, extraversion, agreeableness, and neuroticism are the five major personality traits that help to foresee how employees will interrelate with other individuals. A study by Hughes et al. (2020) showed that personality traits are pivotal in molding the individual's intrapersonal and interpersonal regulation styles by examining the theoretical and empirical evidence they have gathered. With that, Gridwichai et al. (2020) added that organizations should rely on how efficiently and effectively the employees handle and complete the tasks with excellence.

According to Agbaria & Mokh (2022), individuals with high *Openness* (O) tend to be curious about both their inner and exterior environments; these people have an active imagination, esthetic sensitivity, and attention to inner sentiments, as well as a preference for a wide range of objects, intellectual curiosity, and autonomous judgment. Furthermore, determining the elements that influence the degree of openness is a topic of significant relevance from the standpoint of business management, especially given that in these circumstances, firms have a larger need to rely on external sources of knowledge due to internal technology shortcomings (Manjarres-Henriquez, 2022). Ahmed et al. (2022) found that openness to experience is important and related to entrepreneurial intentions; therefore, the study suggests that individuals will have more intention to build their ventures.

Meanwhile, *Conscientiousness* (C) refers to the ability of an individual to resist impulsive decisions and temptations; thus, individuals with high conscientiousness endeavor to be proficient and compliant (Agbaria & Mokh, 2022). In addition, Salameh (2022) stated that individuals with highly conscientious traits are more likely to become entrepreneurs; therefore, findings revealed that conscientiousness is positively associated with business intention. On the other side of the spectrum, Agbaria & Mokh (2022) defined *Extraversion* as the inclination to be outgoing, enjoy large groups and gatherings, and be assertive, active, and engaging. Hence, extraversion is vital for prospective entrepreneurs as it asserts that extroverted individuals are likelier to engage in business (Salameh et al., 2022). Studies show that employees with high extraversion attributes continually look for improved professional opportunities and recognition (Gridwichai, 2020).

Hadziahmetovic & Mujezinovic (2021) associated *Agreeableness* (A) with cooperation and trustworthiness. This personality trait defines individuals who are trusting, courteous, collaborative, compassionate, patient, and soft-hearted (Kasztelnik, 2022). In addition, agreeableness is related to affection, kindness, self-sufficiency, and attentiveness to others. The mentioned traits can bring both

positive and negative outcomes in the business. For instance, managers with a high level of agreeableness may negatively affect the business when negotiating challenging deals. To add up, as cited by Salameh et al. (2022), individuals with agreeable traits are more interested in careers with public ties, such as social work and teaching, rather than becoming entrepreneurs; therefore, the result of their study shows that agreeableness negatively affects entrepreneurial goals.

Lastly, *Neuroticism* (N), as defined by Agbaria & Mokh (2022), refers to personalities who are particularly prone to feeling emotional instability and self-consciousness. Studies showed that neurotic individuals have fewer risk-taking preferences (Salameh et al., 2022). In addition, neuroticism is associated with excessive anxiety, pessimism, low trust, and confidence and could adopt negative attitudes and feelings towards events and individuals; thus, this results in people with neurotic personalities being prone to unreasonable ideas (Heydari et al., 2023). Results from the study conducted by Heydari et al. (2023) showed that managers or workers who tend to have neuroticism could negatively affect the business since they correlate more with absenteeism, intention to leave, or voluntary resignation. Therefore, in this case, this personality trait would be a barrier for managers as it connotes risk for business operations.

Every business organization is measured through its performance; thus, in the aspect of management, performance is highly utilized (Ilasin, 2023). In addition, according to Robbins (2010), performance is an important factor in determining the success of an organization. As stated by Ilasin (2023), every organization's goal is to enhance its employees' job performance in order to be persistent in a highly competitive business world. *Business performance* is measured by a company's ability to adopt optimal organization with the goal of providing a product or service that fulfills the expectations of consumers and customers. Moreover, business performance is based on various criteria, such as management style, customer relationship management (CRM), and the quality of the service being provided to the customers. Relatively, workforce motivation is another factor that determines the performance of the business, as well as the

utilization of different incentive compensation schemes (Riberolles, 2021). With that, both customers and the workforce play a significant part in determining an organization's business performance. In addition, financial indicators such as profitability also provide information on the degree of achievement of the goal of the business.

Franklin (2023) stated that *customer satisfaction* refers to how satisfied the customers are regarding the product or service. As stated by Al Idrus et al. (2021), customer satisfaction is one of the determining factors determining business performance. Relatively, based on the study of Al Idrus et al. (2021), three existing factors contribute to and influence customer satisfaction: product knowledge, service quality, and competitive advantage. In this vein, the empirical data on customer satisfaction and business performance concluded that there is a positive relationship between the two (Van der Wiele, 2002).

Meanwhile, *a motivated workforce* benefits the organization in a way that assists in achieving its organizational goals and objectives (Rahaman et al., 2020). A relatively motivated workforce plays a crucial role in achieving objectives in the organization as well as maintaining a work environment (Bhat et al., 2023). This implies that motivated employees are more likely to engage in their work and are inclined to stay longer within the organization. Moreover, a motivated workforce is those who feel valued, supported, and encouraged and are inspired to perform their best. Relatively, employee performance relies on motivation, training, and development, as well as appraisals (Macarambon, 2023). In this vein, Rahaman et al. (2020) conducted a study in a workplace in Bangladesh and found that a motivated workforce is influential.

On the other spectrum, as stated by Hofstrand (2019), *profitability* is the main reason why different business ventures were established. Profit or profitability is an indicator of how the business operates, manages, and efficiently and effectively runs the business (Roy & Mandal, 2024). In this vein, profitability plays a pivotal role in an organization as it is essential in evaluating the performance of the business. In addition, according to Nguyen & Nguyen (2020),

the evaluation of performance is based on the business's profitability. Therefore, this asserts that profitability plays a significant role in determining the performance of the business.

In conclusion, entrepreneurs must understand the relationship between management practices and personality traits towards the business performance of micro-entrepreneurs. Micro-entrepreneurs who use a certain management style, together with various personality skills, could affect the business performance of a micro-enterprise. In addition, entrepreneurs' personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism) are also determinants of micro-entrepreneurs' business performance.

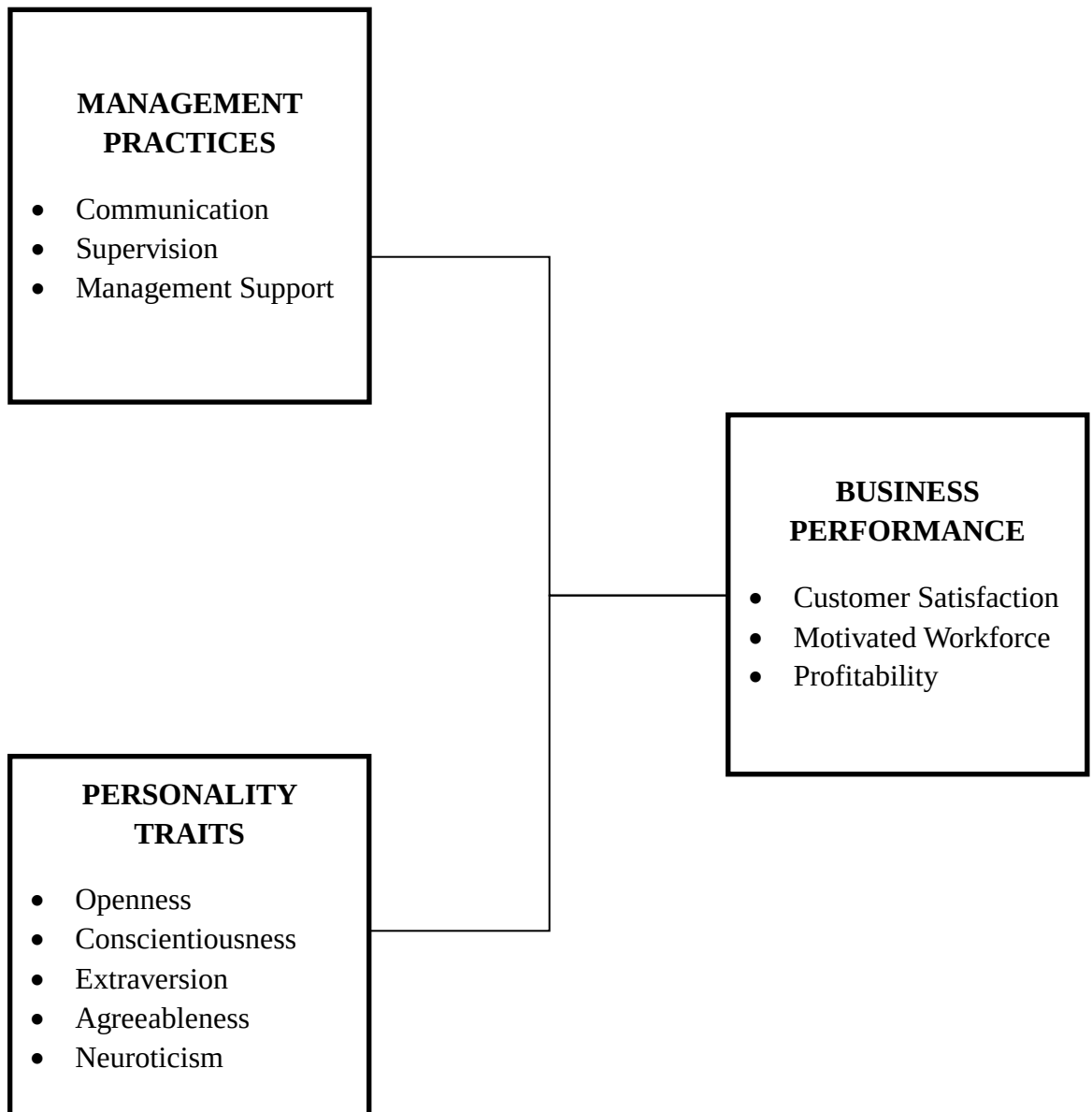


Figure 1 Schematic Diagram of the Study

Statement of the Problem

This study examined the micro-entrepreneurs' management practices, personality traits, and its relation towards business performance in Ozamiz City. Specifically, this study sought to answer the following research questions:

1. What is the level of management practices among micro-entrepreneurs in terms of communication, supervision, and management support?
2. What is the level of personality traits among micro-entrepreneurs in terms of openness, conscientiousness, extraversion, agreeableness, and neuroticism?
3. What is the level of business performance among micro-entrepreneurs in terms of customer satisfaction, motivated workforce, and profitability?
4. Is there a significant relationship between the management practices of micro-entrepreneurs and business performance?
5. Is there a significant relationship between the personality traits of micro-entrepreneurs and business performance?

Null Hypotheses:

Ho1: There is no significant relationship between management practices of micro-entrepreneurs and business performance.

Ho2: There is no significant relationship between personality traits of micro-entrepreneurs and business performance.

RESEARCH METHODOLOGY

Design

This research utilized a descriptive-correlational research design by Lathom & Radocy (1995). The two mentioned designs were implemented in the study to create a more concrete methodology for collecting, interpreting, and analyzing relevant data. Descriptive research design was used to identify the characteristics of a population as well as a particular phenomenon or situation. In addition, it was utilized to collect relevant data to create accurate predictions about a certain hypothesis or problem. In this vein, descriptive research design assisted in determining the characteristics of the particular population. Consequently, correlational research design examined the relationship between variables without the intervention and manipulation of the researchers. Relatively, it revealed the strength of the relationship between two or more variables wherein the result of a correlation can be either positive or negative. The mentioned research design was appropriate for the research study as it assisted in describing and determining the relationship between the micro-entrepreneurs management practices, personality traits, and business performance.

Locale of the Study

The study was conducted in Ozamiz City, Misamis Occidental, among the selected micro-entrepreneurs operating within the mentioned city. Ozamiz City is located in the province of Misamis Occidental, wherein it is rich in resources for agriculture; it has become the focal point for businesses, healthcare, transportation, and education in the area of Mindanao due to its advantageous geographical position and pleasant climate (Homes, 2021). This asserts that Ozamiz City is one of the cities in Misamis Occidental that centers businesses where micro, small, and medium enterprises could grow and foster. In this vein, various businesses and career opportunities were accessible for entrepreneurs. Accordingly, based on the data gathered in the office of the Ozamiz City Mayor,

there are 3,501 micro-entrepreneurs that are currently operating in the city. Thus, the researchers opt to conduct a study that focuses on the perspective of the micro-entrepreneurs due to the lack of attention given to them regardless of their high population.

Respondents

The results from Raosoft showed a sample size of 347 respondents. It was based on a total population size of 3,501, a 5% margin of error, a confidence level of 95%, and a response contribution of 50%. Moreover, the respondents were the selected micro-entrepreneurs who are currently operating in Ozamiz City. The said respondents were selected through the implementation of a purposive sampling technique. It is a research sampling technique wherein the respondents are selected if they meet the characteristics or criteria needed in the sample. The criteria needed for the selection of the respondents are as follows: (1) must have business permits to operate their business in Ozamiz City; (2) must be a micro-entrepreneur located within Ozamiz City; (3) must operate in the business industry for a minimum of two years; (4) must have at least five employees; (5) must be operating in a physical store or both physical and online store; and (6) must have informed consent in order to participate in the study. When the micro-entrepreneurs met the requirements above, they were automatically part of the study. Meanwhile, the criteria exclude micro-entrepreneurs operating their business via online stores only. In this vein, if those micro-entrepreneurs could not meet the requirements, they were not part of the study.

Data Gathering Instruments

A. *Micro-entrepreneurs' Management Practices Questionnaire*. This questionnaire is a four point-Likert scale questionnaire which was adapted from the existing study of Gichungu et al (2018); Nguyen (2020); Kalogiannidis et al (2023); & Ajamobe et al (2022). The said questionnaire consisted of three constructs: Communication, Supervision, and Management Support. It has a total

of 20 indicators, which were used to determine the level of management practices of micro-entrepreneurs (see Appendix A).

In determining the level of management practices of micro-entrepreneurs, the following scales were 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 (LW)

B. *Personality Traits Questionnaire*. It is a four point-Liker scale questionnaire that was adapted from the existing study of Hadziahmetovic et al. (2021) & Wu (2024). The questionnaire consists of 5 constructs: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. It has a total of 28 indicators. This questionnaire was utilized to determine the level of personality traits of micro-entrepreneurs (see Appendix B).

In determining the level of personality traits among micro-entrepreneurs, the following scales were 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 (LW)

C. *Micro-entrepreneurs' Business Performance Questionnaire*. This questionnaire is a four point-Likert scale questionnaire which was adapted from the existing studies of Hadziahmetovic (2021); Nor (2024); Pratama et al (2024); & Memon et al (2018). The questionnaire has total constructs of 3: Customer Satisfaction, Motivated Workforce, and Profitability. It has 16 indicators. This

questionnaire determined the business performance of micro-entrepreneurs (see Appendix C).

In determining the business performance among micro-entrepreneurs, the following scales were used:

Responses	Continuum	Interpretation
4 – Strongly Agree (SA)	3.25 – 4.0	Very Good (VG)
3 – Agree (A)	2.50 – 3.24	Good (G)
2 – Disagree (D)	1.75 – 2.49	Poor (P)
1 – Strongly Disagree (SD)	1.0 – 1.74	Very Poor (VP)

Data Gathering Procedure

Before conducting the study, the researchers opted to request a letter of consent from the Dean of the College of Business and Management, and then it was consulted with the thesis adviser. After completing the authorization letter, the researchers disseminated the survey questionnaires to the sample respondents. The data collection occurred through a face-to-face interaction with the selected micro-entrepreneurs operating in Ozamiz City. The selected respondents were given a formal letter of consent to assure that the respondents were willing to be part of the study. After the dissemination of consent letters to the respondents, the data collection then commenced. Once the respondents had answered the survey questionnaires, the researchers collected the answers given by the respondents. Lastly, the responses gathered from the selected micro-entrepreneurs were tallied, assessed, and examined using statistical methodologies.

Statistical Treatment

The following statistical tools were utilized in analyzing and interpreting the collected data in conducting this study:

Mean and Standard Deviation were used to measure management practices, personality skills, and business performance. Mean and standard deviation are essential statistical tools for describing and analyzing statistical data.

Mean assists in determining and comparing various variables, whereas standard deviation presents insight about the consistency of the data.

Pearson Correlation Coefficient was used to determine the level of relationship among the three variables: Management Practices, Personality Traits, and Business Performance. It is a statistical tool that determines and explores the association and relation between two variables and tests hypotheses.

Ethical Considerations

Ethical considerations were the researchers' utmost priority, ensuring that respondents were treated with respect and ensuring that the respondents' privacy and information confidentiality were maintained. On the other hand, respondents have the right to decline to participate or change their minds about agreeing to and signing the consent form. A consent letter was given to the respondents transparently explaining the implications and procedures for them to have an idea with regard to the information that the researchers needed. Sequentially, when the data was collected, only the researchers were informed about the respondents' responses to prevent misconduct. To further give anonymity, the researchers replaced the names of the respondents as Respondent 1, Respondent 2, and so on. This was to secure the respondents' responses to the given survey questionnaires about their management practices, personality traits, and business performance. The researchers opted to provide proper credit and use reputable and reliable sources wherein the results were transparent, and the study's findings were accurately interpreted and presented.

RESULTS AND DISCUSSIONS

Level of Management Practices

Table 1 shows the level of management practices among micro-enterprises, with very high results across all constructs ($M=3.40$; $SD=0.34$). The overall mean score for the level of management practices among the 347 respondents is 3.40, with a standard deviation of 0.34, indicating a consistently Very High rating across all management practice constructs. Communication, with a mean of 3.41 and a standard deviation of 0.34, indicates a Very High result. Meanwhile, supervision has a mean of 3.36 and a standard deviation of 0.33, indicating a Very High level of result. Similarly, management support, rated at 3.41 with a standard deviation of 0.35, indicates a Very High level of interpretation. Meanwhile, the low standard deviations across all constructs point to a high level of consistency in the respondents' perceptions of their management practices, reinforcing that micro-entrepreneurs demonstrate strong and effective management capabilities.

Additionally, based on the results, communication and management support resulted in the same mean of 3.41 but differed in their standard deviation, where communication resulted in a standard deviation of 0.34 while management support resulted in a standard deviation of 0.35. Thus, the findings assert that among the three constructs, supervision has the highest score near zero in terms of its standard deviation, while management support has the least score near zero in terms of its standard deviation. This means that micro-entrepreneurs in terms of supervision have the same perspective on how they will handle their subordinates, whereas, in terms of management support, micro-entrepreneurs have different ways and regularity based on the standard deviation presented on the table.

The findings indicate that micro-enterprise entrepreneurs have strong management capabilities. This high rating posits that micro-entrepreneurs possess the necessary skills and strategies to effectively lead their businesses, which is crucial for their success in a competitive market. Accordingly, the results found on

this study support the study of Nor (2024) which yielded the same results as the current study, where management support shows that it could affect the enterprises' business performance. This purports that management support is an indicator that affects the status and overall performance of the business.

Ideally, one notable strength found in the study is communication skills. Micro-entrepreneurs excel in conveying information clearly and efficiently, which fosters an environment where team members can collaborate effectively and understand their roles within the organization. The results in this study support the study of Gichungu et al. (2024) which showed that their respondents agreed that communication must be a two-way process where the managers should listen and give consideration to their employees' feedback about certain matters in the business. Clear communication is vital for maintaining operational efficiency, as it helps to eliminate misunderstandings and align team objectives.

Additionally, the supervision skills of these entrepreneurs are commendable, as they project their ability to oversee teams and ensure that tasks are executed as intended while reflecting their commitment to quality and accountability. Effective supervision ensures that work is completed to high standards and motivates employees to perform at their best, as they know they are being guided and supported. Accordingly, the results of this study connect with the study of Gichungu et al. (2024) which showed that respondents agree that managers should supervise their employees as it encourages them to improve, provides an opportunity to enhance their skills and knowledge, and fosters creativity and innovation. Meanwhile, effective management support is a critical component of their management practices. Entrepreneurs provide a supportive work environment that affirmatively enhances employee morale and engagement, leading to improved productivity and retention. Employees who feel supported are more likely to contribute positively to the organization, ultimately driving business growth.

The findings of this study show that the theory by Mintzberg (1973) is found to be true. The findings indicate a very high level of management practices

in terms of communication and supervision, as well as in the aspect of management support. This posits that micro-entrepreneurs understand their field of specialization or work in order to create and achieve an appropriate and balanced managerial role in the business organization (Nguyen, 2011). Additionally, the Model of Managing by Mintzberg mentioned the information plane, which entails how a certain manager communicates and disseminates information to subordinates in encouraging them to fulfill their assigned responsibilities. This supports how crucial the aspect of communication is in the field of business as it helps micro-entrepreneurs to properly monitor and supervise the overall status of the business. Moreover, people's plane depends on how micro-entrepreneurs supervise their subordinates when it comes to handling the business. Meanwhile, people plane connects with the overall management support where managers direct and motivate their subordinates to finish certain tasks.

Thus, it can be inferred that micro-entrepreneurs possess strong management capability in delivering effective communication, supervision, and management support skills, which are key drivers of business success in a competitive market. These attributes facilitate operational efficiency by ensuring clear information flow and alignment of team objectives and foster a motivating and supportive work environment that enhances employee morale and productivity. In this vein, micro-entrepreneurs may continue to develop and refine these management practices, as doing so will contribute to their individual business success and positively impact the broader economic landscape by fostering a culture of effective leadership and collaboration within the micro-enterprise sector. Nevertheless, capitalizing on their entrepreneurs' management capabilities can further enhance their resilience and adaptability in an ever-evolving market, ultimately driving sustained growth and innovation.

Table 1. Level of Management Practices among micro-entrepreneurs (n=347)

Constructs	M	SD	Interpretation
Communication	3.41	0.34	Very High
Supervision	3.36	0.33	Very High
Management Support	3.41	0.35	Very High
Overall	3.40	0.34	Very High

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

Level of Personality Traits

Table 2 shows the level of personality traits among micro-entrepreneurs. The overall mean score for the level of personality traits among the 347 respondents is 3.24, with a standard deviation of 0.26. The construct of Openness garnered a mean score of 3.34 and a standard deviation of 0.32, which is interpreted as Very High. Meanwhile, their Conscientiousness was rated with a mean of 3.31 and a standard deviation of 0.37, which is also interpreted as Very High. The construct of Extraversion has a mean score of 3.35 with a standard deviation of 0.36, indicating a Very High level. Additionally, when it comes to the entrepreneurs' Agreeableness, it was rated with a mean of 3.33 and a standard deviation of 0.35, which is further interpreted as Very High. Meanwhile, Neuroticism resulted in a mean score of 2.86 and a standard deviation of 0.55, interpreted as High. The low standard deviations across the constructs indicate a consistent perception of personality traits among the respondents, reinforcing that micro-entrepreneurs generally possess strong and favorable personality characteristics that contribute to their business effectiveness.

Additionally, based on the results of the study, extraversion garnered the highest mean score (M=3.35) among the five constructs with a standard deviation of 0.36. Moreover, the construct openness scored the second highest with a mean and standard deviation of (M=3.34; SD=0.32), whereas agreeableness scored the third highest with a mean and standard deviation of (M=3.33; SD=0.35). Meanwhile, the construct conscientiousness comes fourth with a standard deviation of 0.37 and a mean of 3.31. Lastly, neuroticism falls last among the five

constructs of personality traits with a mean and standard deviation of ($M=2.86$; $SD=0.55$).

Based on the standard deviations being, openness scored the lowest which shows that it is near the based point of the standard deviation which asserts that micro-entrepreneurs opt to have the same responses and traits when it comes to being open to the organization. Meanwhile, neuroticism scored the highest standard deviation which asserts that micro-entrepreneurs have different ways on how they will handle their stress and have different perspectives when it comes to facing business challenges.

Relatively, the results of the study have proven that the Big-Five Personality Theory by Costa & McCrae (1970) is true. The findings demonstrate that the personality traits of micro-entrepreneurs are predominantly high across multiple dimensions, indicating a strong foundation of positive characteristics among the respondents. This comprehensive assessment reveals that micro-entrepreneurs not only recognize their strengths but also actively utilize these traits to enhance their business operations. Such awareness allows them to optimize their effectiveness and deal with the challenges of entrepreneurship more adeptly. Hence, employers' different personalities could influence employee performance, which could, in turn, affect the business performance in general (Kasuma, 2024).

The construct Openness stands out as particularly significant, emphasizing the entrepreneurs' readiness to embrace new experiences and innovative ideas. This quality is essential in today's dynamic business environment, as it fosters creativity and adaptability, which are crucial components that enable micro-entrepreneurs to deal with challenges and seize business opportunities effectively. Accordingly, individuals with high Openness are curious and imaginative, which influences their entrepreneurial intentions and success (Agbaria & Mokh, 2022). This trait is crucial in business management, especially for firms relying on external knowledge due to technological shortcomings (Manjarres-Henriquez,

2022). Research by Ahmed et al. (2022) further supported the link between openness entrepreneurial intentions and business performance.

A study conducted by Luc (2020) emphasized that when a certain individual scores high in terms of openness, it indicates that he or she possesses creative thinking. Making this a pivotal sense, they remain open to change while implementing novel strategies and solutions that contribute to the growth and sustainability of their businesses. Moreover, micro-entrepreneurs with a high level of openness are advantageous in the field of a competitive market in the sense that these individuals are open to new ideas and experiences, can adapt to evolving market trends, and seek innovative ideas in solving business problems (Luc, 2020).

In addition to openness, the traits of conscientiousness, extraversion, and agreeableness are attributed affirmatively to these entrepreneurs, reinforcing their organized, responsible, and sociable nature. These qualities facilitate strong relationships with customers and employees, promote effective teamwork, and create a positive work environment that enhances productivity.

Meanwhile, individuals with Conscientiousness traits are impulsive deciders, especially in entrepreneurial engagement (Agbaria & Mokh, 2022; Salameh, 2022). Additionally, individuals who are high in conscientiousness strive for proficiency and compliance, making them more likely to pursue entrepreneurship. Relatively, people with high levels of conscientiousness are also focused, cautious, trustworthy, and well-organized, while those individuals who possess low levels of conscientiousness are easily distracted and disorganized (Pandey et al., 2023). Hence, this asserts that micro-entrepreneurs who possess this specific trait aim to make the business thrive and make every effort to compete in the competitive business industry.

Extraversion, characterized by sociability and assertiveness, is also linked to business engagement, with studies indicating that extroverted individuals actively seek professional opportunities and recognition (Gridwichai, 2020). Moreover, extraversion is connected with sociability and assertiveness, which are

expected to positively impact business performance. The results from the study of (Kasuma, 2024) showed that extraversion has a positive and significant effects towards employee performance. Hence, this could also affect and impact the overall performance of the business venture.

Subsequently, Agreeableness is associated with cooperation and trustworthiness which can yield both positive and negative outcomes in business contexts (Hadziahmetovic & Mujezinovic, 2021). While agreeable individuals are often compassionate and collaborative, they may struggle in negotiations and be less inclined toward entrepreneurship (Salameh et al., 2022). Accordingly, Awwad & Al-Aseer (2021) stated that individuals who possess high levels of agreeableness tend to exhibit traits like courtesy, cooperation, consideration, and flexibility. Thus, this creates a strong relationship within the business organization, which could enhance team collaboration and communication and foster a positive workplace. In addition, micro-entrepreneurs with a high level of agreeableness encourage a positive and collaborative work atmosphere, which contributes to a stable and successful enterprise.

However, neurotic individuals often have emotional instability and self-consciousness, which can hinder business operations by correlating with absenteeism and negative attitudes, making it a barrier for managers to effectively lead their teams (Heydari et al., 2023). Conversely, the presence of neuroticism emphasizes that while micro-entrepreneurs generally maintain a positive outlook, they may experience emotional instability or stress that could impact their decision-making. Addressing these challenges is crucial for enhancing their resilience and overall effectiveness. In this vein, micro-entrepreneurs possess a diverse array of personality traits that significantly contribute to their success in business management.

The findings of the reaffirmed notable authors postulate the significant description of the different personality traits that each entrepreneur possesses. The study by Hughes et al. (2020) highlighted the significant role of personality traits in shaping individuals' intrapersonal and interpersonal regulation styles,

emphasizing the importance of how effectively employees complete tasks within organizations (Gridwichai et al., 2020). Accordingly, individuals with high Openness are curious and imaginative, which influences their entrepreneurial intentions and success (Agbaria & Mokh, 2022). This trait is crucial in business management, especially for firms relying on external knowledge due to technological shortcomings (Manjarres-Henriquez, 2022). Research by Ahmed et al. (2022) further supported the link between openness and, entrepreneurial intentions and business performance.

Thus, it can be inferred that micro-entrepreneurs possess predominantly high levels of positive personality traits, which play a critical role in enhancing their business effectiveness. The traits of openness, conscientiousness, extraversion, and agreeableness collectively empower these individuals to deal with the challenges of entrepreneurship with confidence and creativity, fostering strong relationships and promoting a collaborative work environment. However, the presence of neuroticism highlights the potential emotional challenges those micro-entrepreneurs may face, suggesting that self-awareness and emotional management are key areas for improvement.

Relatively, the findings are significant for both micro-entrepreneurs and organizations supporting them, which encourage micro-entrepreneurs to utilize their strengths while also addressing the emotional aspects of their personality that can enhance their resilience and decision-making capabilities. In this vein, business training programs and workshops may focus not only on skill development but also on emotional intelligence and stress management strategies. By fostering an environment that promotes awareness of personality traits and their impact on business operations, stakeholders can contribute to the sustainability and growth of micro-enterprises, ultimately driving economic development in the community.

Table 2. Level of Personality Traits among micro-entrepreneurs (n=347)

Constructs	M	SD	Interpretation
Openness	3.34	0.32	Very High
Conscientiousness	3.31	0.37	Very High
Extraversion	3.35	0.36	Very High
Agreeableness	3.33	0.35	Very High
Neuroticism	2.86	0.55	High
Overall	3.24	0.26	High

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

Level of Business Performance

Table 3 shows the level of business performance among micro-entrepreneurs. The overall mean score for the level of business performance is 3.42, with a standard deviation of 0.33, indicating a Very Good level of business performance across the assessed constructs. Customer Satisfaction garnered a mean score of 3.47, with a standard deviation of 0.40, interpreted as Very Good. The construct Motivated Workforce was rated with a mean of 3.42 and a standard deviation of 0.37, which is also interpreted as Very Good. Meanwhile, Profitability received a weighted mean of 3.38 and a standard deviation of 0.39, indicating a Very Good level among the respondents. Meanwhile, according to the results found in Table 3, motivated workforce scored the lowest in terms of its standard deviation which means that it is near the base point of the standard deviation; hence, it asserts that micro-entrepreneurs have provided motivation to their workforce as it can enhance their performance which could positively affect the business performance. On the other hand, customer satisfaction has the highest score in terms of its standard deviation which asserts that micro-entrepreneurs have different ways on how they prioritize the satisfaction of their customer.

Based on the findings, the Resource-Based View (RBV) Theory by Wernerfelt (1984) is found to be true. The findings indicate that micro-entrepreneurs exhibit a very good level of business performance across various constructs, reflecting their effectiveness in achieving business objectives and meeting stakeholder expectations. Customer satisfaction stands out as a key

strength, highlighting the entrepreneurs' commitment to prioritizing customer needs and preferences, which fosters loyalty and encourages repeat business—essential factors for long-term success. Additionally, the motivation level of the workforce is notably very good, which postulates that micro-entrepreneurs are successful in creating engaging and supportive work environments. Such environments not only enhance employee morale but also contribute to increased productivity and overall business performance. Furthermore, the strong profitability among these micro-entrepreneurs emphasizes their ability to manage resources effectively and deal with the challenges of the market, ensuring economic viability and potential for future growth.

The findings of this study support some existing literature on business performance, which emphasizes the critical role played in determining organizational success. As stipulated by Ilasin (2023) and Robbins (2010), performance is a vital metric for any business organization and serves as a key indicator of success. In a competitive landscape, enhancing employee job performance becomes essential, reflecting the broader goal of micro-entrepreneurs to deal with the challenges of the business environment effectively.

Customer satisfaction, highlighted as a key strength in the findings, supports the assertions made by Franklin (2023) and Al Idrus et al. (2021), who emphasized that satisfied customers are fundamental to business performance. The positive relationship between customer satisfaction and business outcomes, as discussed by Van der Wiele (2002), showcasing micro-entrepreneurs' commitment to understanding and fulfilling customer needs, which in turn fosters loyalty and repeat business that are critical components for sustainable growth.

Furthermore, Rahaman et al. (2020) and Bhat et al. (2023) argued that a motivated workforce contributes significantly to achieving organizational goals. The findings suggest that micro-entrepreneurs are adept at creating supportive work environments that not only enhance employee morale but also drive productivity and overall performance. This resonates with the idea that motivated

employees, who feel valued and encouraged, are more likely to engage in their work and contribute positively to the organization (Bhat et al., 2023).

Finally, the strong profitability reported by the micro-entrepreneurs reaffirms the assertions made by Hofstrand (2019) and Nguyen & Nguyen (2020) regarding profitability as a primary measure of business performance. The ability of micro-entrepreneurs to effectively manage resources and address market challenges signifies their economic viability and potential for future growth. In this vein, customer satisfaction, workforce motivation, and profitability are interrelated constructs that significantly contribute to the overall business performance of micro-entrepreneurs, highlighting the multifaceted nature of success in the entrepreneurial landscape.

Thus, the result had a profound significance for both micro-entrepreneurs and stakeholders within the entrepreneurial ecosystem. First, the emphasis on customer satisfaction as a key performance driver suggests that micro-entrepreneurs may continue to invest in understanding and addressing customer preferences to maintain loyalty and competitive advantage. Additionally, fostering a motivated workforce may consistently be the priority, as employee engagement is linked to improved productivity and overall performance. Implementing training programs, offering incentives, and creating supportive work cultures can further enhance workforce motivation. Lastly, the strong profitability observed indicates that micro-entrepreneurs may leverage their effective resource management strategies to explore opportunities for reinvestment and growth. This holistic approach can help micro-entrepreneurs not only sustain their current success but also expand their enterprises, contributing positively to the broader economic landscape.

Table 3. Level of Business Performance among micro-entrepreneurs (n=347)

Constructs	M	SD	Interpretation
Customer Satisfaction	3.47	0.40	Very Good
Motivated Workforce	3.42	0.37	Very Good
Profitability	3.38	0.39	Very Good
Overall	3.42	0.33	Very Good

Note: Customer Reviews Scale: 3.25-4.0 (Very Good); 2.50-3.24 (Good); 1.75-2.49 (Poor); 1.0-1.74 (Very Poor)

Significant Relationship between Micro-Entrepreneurs' Management Practices and Business Performance

Table 4 shows the significant relationship between micro-entrepreneurs management practices and business performance. Based on the findings, the management practices and business performance have an (r-value) of 0.755 and a (p-value) of 0.000. The results indicate that there is a highly significant and perfect positive correlation between the management practices and business performance of micro-entrepreneurs signifying that the researchers rejected the study's null hypothesis.

The findings indicate that the management practices employed by micro-entrepreneurs are essential for enhancing their overall business performance. Effective management strategies, such as proper planning, organization, leadership, and control, are likely contributing to the high levels of customer satisfaction, workforce motivation, and profitability observed among these entrepreneurs. In this vein, investing in and improving management practices can lead to substantial improvements in business outcomes, reinforcing the importance of effective management in achieving business success.

The significant relationship between micro-entrepreneurs' management practices and their business performance emphasized that effective management is crucial for achieving superior outcomes. The effectiveness of management practices, particularly in the context of supervision, plays a vital role in ensuring that business objectives are met. Miftakhirodhiyah et al. (2023) stipulated that supervision involves overseeing that tasks are executed according to the

established plans, allowing managers to identify weaknesses and correct them proactively.

Meanwhile, the significance of management support is also evident in the findings. As indicated by Ismail et al. (2019), management support encompasses providing the necessary resources and tools for employees to succeed. This support can take many forms, including financial support, which is critical for the entrepreneurial functions of a business. Nyabuto & Nyakwara (2024) further emphasized that management's financial support is a key driver of strategic success, as it empowers employees to perform their roles effectively.

The theory Resource-Based View (RBV) Theory have been proven to be true based on the findings being stipulated in this study, which posits that businesses that acquire resources such as employer branding could lead to a business performance that is sustainable due to a workplace that values the overall well-being of the employees, creating a more motivated workforce. The approach not only enhances employee satisfaction but also leads to a more effective workforce, ultimately contributing to the overall performance of the business. By recognizing and addressing these matters, micro-entrepreneurs can create a productive working environment that promotes social well-being and drives organizational success, highlighting the significance of tailored management practices in fostering an engaged and high-performing workforce in micro-enterprises.

Thus, it can be inferred that the strong correlation between management practices and business performance highlights the need for micro-entrepreneurs to prioritize effective management strategies. By fostering a supportive and well-supervised environment, micro-entrepreneurs can enhance their business outcomes and deal with the complexities of the competitive landscape more successfully. This not only benefits their enterprises but also contributes to the broader economic ecosystem by driving innovation and growth in the micro-enterprise sector.

Table 4. Significant Relationship between Micro-Entrepreneurs' Management Practices and Business Performance (n=347)

Variables	r-value	p-value	Interpretation
Management Practices and Business Performance	0.755	0.000	Perfect Positive Correlation/Highly Significant

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

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

Significant Relationship between Micro-Entrepreneurs' Personality Traits and Business Performance

Table 5 illustrates the significant relationship between micro-entrepreneurs' personality traits and their business performance. According to the results, the personality traits and business performance of micro-entrepreneurs have a (r-value) of 0.602 and a (p-value) of 0.000. This shows that there is a strong positive correlation and a highly significant relationship between the micro-entrepreneurs' personality traits and business performance, positing that the researchers have rejected the study's null hypothesis.

The correlation coefficient (r-value) indicates a strong positive correlation, suggesting that as the positive personality traits of micro-entrepreneurs increase, their business performance tends to improve correspondingly. More importantly, the p-value signifies the statistical significance of this relationship, indicating that the likelihood of this correlation occurring by chance is virtually nonexistent. This highly significant p-value reinforces the notion that the observed correlation is not only statistically valid but also meaningful in a practical context, making the personality traits of micro-entrepreneurs play a crucial role in enhancing their business performance, underlining the importance of fostering these traits for achieving better outcomes in their enterprises.

The theories Big Five Personality Traits and Resource Based View Theory have been proven to be true. The integration of the Big Five Personality Traits Theory and the Resource-Based View (RBV) offers a valuable framework for

understanding how individual personality traits influence the performance of micro-entrepreneurs. Each of the Big Five traits—openness, conscientiousness, extraversion, agreeableness, and neuroticism—plays a significant role in shaping entrepreneurial behaviors and decision-making processes, which can impact business outcomes. Organizations can utilize these insights by tailoring their support strategies, such as personalized training and mentorship programs, and fostering a supportive culture that celebrates diverse traits. By recognizing personality traits as critical resources and aligning them with organizational goals, businesses can enhance entrepreneurial success, drive innovation, and promote sustainable performance in a dynamic business landscape.

The findings of this study highlight a strong positive correlation between micro-entrepreneurs' personality traits and their business performance, reinforcing the idea that favorable personality characteristics significantly enhance business outcomes. This connection is supported by the framework of the Big Five Personality Traits, which suggests that specific traits like openness, conscientiousness, extraversion, agreeableness, and neuroticism shape how individuals engage with their work and interact with others. Research indicated that these traits can forecast behavior in a business setting, thereby influencing overall performance (Ezeakabekwe & Nwankwo, 2020).

For instance, individuals exhibiting high levels of openness are characterized by their curiosity and willingness to embrace new experiences, traits that can facilitate innovative thinking and adaptability in a business context (Agbaria & Mokh, 2022). This openness is particularly relevant for entrepreneurs seeking to navigate dynamic market environments and capitalize on emerging opportunities. Similarly, conscientious individuals demonstrate a commitment to diligence and responsibility, traits that are associated with higher entrepreneurial intentions and effective task completion (Salameh, 2022).

Extraversion also plays a crucial role; extroverted micro-entrepreneurs are more likely to seek out networking opportunities and foster relationships that can lead to business growth (Salameh et al., 2022). However, it is essential to

recognize the nuanced impact of agreeableness and neuroticism. While agreeableness fosters collaboration, it may hinder entrepreneurial ambition in certain contexts, as overly agreeable individuals might prioritize harmony over assertiveness in negotiations (Salameh et al., 2022). Neuroticism, on the other hand, can negatively affect business performance due to increased emotional instability and risk aversion, making it vital for entrepreneurs to cultivate resilience and confidence in their decision-making (Heydari et al., 2023).

Additionally, the broader business context underlines that performance is not solely a function of individual traits; it is also influenced by customer satisfaction, workforce motivation, and profitability (Franklin, 2023; Rahaman et al., 2020). Effective management practices that support a motivated workforce and enhance customer satisfaction can significantly impact overall business performance, reinforcing the importance of personality traits in this ecosystem (Franklin, 2023).

In conclusion, nurturing positive personality traits among micro-entrepreneurs is not only beneficial for individual performance but is also critical for fostering a productive business environment. By understanding and leveraging the Big Five Personality Traits, micro-entrepreneurs can enhance their effectiveness, navigate challenges more adeptly, and ultimately drive their enterprises toward greater success. This comprehensive perspective highlights the interplay between personality and performance, emphasizing the necessity of integrating personality development into entrepreneurial training and support programs.

Table 5. Significant Relationship between Micro-Entrepreneurs' Personality Traits and Business Performance

Variables	r-value	p-value	Interpretation
Personality Traits and Business Performance	0.602	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)

CONCLUSIONS AND RECOMMENDATIONS

Summary

In the process of making business successful, there are various and significant factors that assist in increasing the performance of the business. One of the contributing factors is the assistance and the leadership support of the managers in the business organization where they tend to impact the business as well as its performance. In this vein, the business organization's manager greatly affects the business performance of the business.

This study is entitled "Micro-Entrepreneurs' Management Practices, Personality Traits, and Business Performance in Ozamiz City," wherein the main objective was to examine the micro-entrepreneurs' management practices as well as their personality traits in relation to business performance. The data was collected from the micro-entrepreneurs in Ozamiz City. Relatively, there were a total of 347 respondents who were micro-entrepreneurs in Ozamiz City. After data collection, the data were tallied, evaluated, and analyzed with the use of these statistical methods: Mean and Standard deviation, and the Pearson Correlation Coefficient. In this vein, this study identified the significance of management practices and personality traits in business performance among micro-entrepreneurs in Ozamiz City.

Findings

1. The level of management practices in terms of communication, supervision, and management support indicated a very high level of interpretation. Relatively, among the three constructs, management support scored the highest. This indicated that it was crucial to have a support system in the field of business as it fostered a working environment that valued relationships and bonds, proper communication, and connection within the business organization.
2. The level of personality traits in terms of openness, conscientiousness, extraversion, and agreeableness resulted in a very high level of

interpretation, which asserts that managers tend to have positive personality traits when it comes to handling the business. Meanwhile, personality traits in terms of neuroticism indicated a high level of interpretation which asserted that some of the managers may experience some anxiety when it comes to business setting but still manages to strive in the competitive realm of enterprises.

3. The level of business performance of micro-entrepreneurs in Ozamiz City was also found to be very good. Customer satisfaction, motivated workforce, and profitability contributed in the success and performance of the business organization in order for it to be continuously operating.
4. Management practices and business performance had been found to be highly significant and have a strong positive correlation with each other. This indicated that the management practices of a certain manager significantly affected the business performance of a business organization. Thus, it was one of the contributing factors in determining the performance of a venture.
5. Personality traits and business performance were found to be highly significant and has a strong positive correlation with each other. This asserted that the personality traits of a manager in a business setting could influence the performance of the business, as it also impacted the performance and attitude of the workers in a certain business organization.

Conclusions

The researchers of the study conclude that:

1. Micro-enterprises that are equipped with supervision could contribute to the well-being of the workforce and a structured organization which would lead to the success of the business. Thus, it is beneficial for the manager to have management practices such as management support, supervision, and communication as they assist the business to grow in the competitive realm of the business world.

2. Micro-entrepreneurs who possess openness show that they are capable of being connected with other individuals, which suggests that it could enhance relationships within the workforce of a certain business organization. Being equipped with such personality traits influences managers in terms of decision-making, employee relations, stress management, and overall business performance.
3. It is vital for the business to give importance to how they will incorporate strategies that could satisfy the customers in terms of the goods and services offered. Micro-entrepreneurs' business performance relies on revenue growth, the contentment of the customers in terms of service and product, and the overall drive of the workforce to handle the business. Thus, managers measure the performance of their business according to the three mentioned factors.
4. The researchers rejected the study's null hypothesis, which denotes that there is a significant relationship between management practices and business performance. This asserts that management practices are crucial in the venture as it impacts the performance of the business organization in the long run as well as resulting in affecting its venture success.
5. The researchers rejected the study's null hypothesis, which denotes that there is a significant relationship between personality traits and business performance. This indicates that personality traits of a certain micro-enterprise manager play a crucial role as it is one of the contributing factors in determining the overall performance of the business organization.

Recommendations

The researchers of the study would like to have these recommendations for future researchers, government and non-government agencies, business enterprises, nonprofit and social enterprises, academics, and educators:

1. Future researchers, government and non-government agencies, business enterprises, nonprofit and social enterprises, academics, and educators may widen the scope of the study by incorporating other populations. In this vein, they could include other business enterprises bigger than micro-entrepreneurs, such as small-medium enterprises (SMEs). Moreover, they could include other populations aside from Ozamiz City in order to widen the scope and perspective of the research study.
2. Future researchers, government and non-government agencies, business enterprises, nonprofit and social enterprises, academics, and educators may include other variables and constructs aside from focusing on the management practices and personality traits of micro-entrepreneurs. They could also integrate how the digital realm could affect business performance, such as digital marketing and the utilization of other technological advancements. Moreover, they could also incorporate risk management, where future researchers could determine the relationship between digital marketing and risk management toward business performance.

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APPENDIX A
(Survey Questionnaire)

Appendix A-1
(Respondents' Level of Management Practices Questionnaire)

- I. **Management Practices:** Adapted Questionnaire from: Gichungu et al (2018); Nguyen (2020); Kalogiannidis et al (2023); & Ajamobe et al (2022)

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			
	4 (SA)	3 (A)	2 (D)	1 (SD)
A. Communication				
1. I make sure that our business organization involves a two-way process communication.				
2. I give feedback to my employees about their work to help them improve and correct their mistakes.				
3. I give consideration to employees' suggestions to make them feel valued.				
4. I communicate nonverbally to my employees through seeing and sensing them.				
5. I communicate verbally to my employees through information gathering and information disseminating.				
6. I make sure that business staff are easily updated about business changes through internal communication.				
7. I disseminate business information internally for the benefit of employees.				
8. I facilitate internal communication for proper decision making in times of uncertainty.				

B. Supervision				
1. I give employees specific instructions on their roles and responsibilities.				
2. I interact with employees to review their work and encourage them to improve.				
3. Through supervision, employees in our organization are held accountable of their results.				
4. I coach my employees about their designated tasks.				
5. I make clear to which aspect of performance is considered to be the most important.				
6. I convey clear and uniform standards which I use to evaluate my employees' performance.				
7. I encourage to help my employees in developing work methods and job procedures.				
C. Management Support				
1. I help employees in solving problems they experience while carrying out their duties.				
2. I support employees' creativity and innovation to ensure that they are fully implemented.				
3. I support employee growth by providing them with training opportunities to enhance their skills and knowledge.				
4. I give support to my employees all the time.				
5. I have good relationship with my employees.				

Appendix A-2

(Respondents' Level of Personality Traits Questionnaire)

II. Personality Traits: Adapted Questionnaire from: Hadziahmetovic et al. (2021) & Wu (2024)

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			
	4 (SA)	3 (A)	2 (D)	1 (SD)
A. Openness				
1. I have a good sense of creativity when it comes to innovation.				
2. I think that paying attention to extreme ideas is important.				
3. I would enjoy exploring new ideas and concepts.				
4. I have a preference for exploring novel experiences.				
5. I enjoy engaging in abstract thinking.				
6. People have often told me that I have a good sense of thought.				
B. Conscientiousness				
1. I am organized when working.				
2. I pay much attention to the small details when working.				
3. I always try to be accurate in my work, even at the expense of time.				
4. I am always called as a perfectionist by the people surrounding me.				
5. I plan and organize things to avoid scrambling at the last minute.				

C. Extroversion				
1. I often express my opinions in group meetings.				
2. I am usually the one who makes the first move during social situations.				
3. I am often the one who speaks on behalf of the group.				
4. I feel satisfied with myself overall.				
5. I feel that I am a worthy person.				
D. Agreeableness				
1. I don't hold a grudge to my employees even if they have badly wronged me.				
2. I value harmonious relationship and forgive people who have treated me badly.				
3. I am flexible and open in my opinions when people disagree with me.				
4. I don't argue with my people when they tell me that I'm wrong.				
5. I am a determined individual.				
E. Neuroticism				
1. I would feel stress whenever there are challenges in the business setting.				
2. I would feel like panicking when there is an emergency.				
3. I feel like crying when I see other people crying.				
4. I feel strong emotions when one of my employees is going away for a longtime.				
5. I experience feelings of anxiety easily.				
6. I am prone to feelings of depression easily.				
7. I remain unemotional even in situations where most people get very sentimental.				

Appendix A-3

(Micro-entrepreneurs' Business Performance Questionnaire)

III. **Business Performance:** Adapted Questionnaire from: Hadziahmetovic (2021); Nor (2024); Pratama et al (2024); & Memon et al (2018)

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			
	4 (SA)	3 (A)	2 (D)	1 (SD)
A. Customer Satisfaction				
1. Customers leave nice reviews.				
2. There is an increase in customer loyalty.				
3. There is an increase in delivery speed of products/services.				
4. Customers feel satisfied when the service provided by the vendor is fulfilled.				
5. The customers will commit to making repeat purchases.				
B. Motivated Workforce				
1. My employees are feeling strong and vigorous.				
2. My workers are motivated to go to work.				
3. I feel bursting with energy, as well as my workers during at work.				
4. I am enthusiastic about my job, as well as my subordinates.				
5. I find the work that I do full of meaning and purpose.				
6. My employees and I are inspired to do our designated job.				

C. Profitability				
1. There is an evident increase in sales in the business organization.				
2. The business has a better financial liquidity.				
3. The business improves its market share.				
4. The business organization conducts cross buying.				
5. The business generates a positive annual revenue.				

APPENDIX B

(Sample Filled-out Questionnaire)

Appendix B-1

(Respondents' Level of Management Practices Questionnaire)

RESPONDENTS' LEVEL OF MANAGEMENT PRACTICES QUESTIONNAIRE

Adapted Questionnaire from: Gichungu et al (2018); Nguyen (2020);
Kalogiannidis et al (2023); & Ajamobe et al (2022)

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			
	4 (SA)	3 (A)	2 (D)	1 (SD)
A. Communication				
1. I make sure that our business organization involves a two-way process communication.	✓			
2. I give feedback to my employees about their work to help them improve and correct their mistakes.	✓			
3. I give consideration to employees' suggestions to make them feel valued.	✓			
4. I communicate nonverbally to my employees through seeing and sensing them.	✓			
5. I communicate verbally to my employees through information gathering and information disseminating.	✓			
6. I make sure that business staff are easily updated about business changes through internal communication.	✓			
7. I disseminate business information internally for the benefit of employees.	✓			
8. I facilitate internal communication for proper decision making in times of uncertainty.	✓			

B. Supervision				
1. I give employees specific instructions on their roles and responsibilities.	✓			
2. I interact with employees to review their work and encourage them to improve.	✓			
3. Through supervision, employees in our organization are held accountable of their results.	✓			
4. I coach my employees about their designated tasks.	✓			
5. I make clear to which aspect of performance is considered to be the most important.	✓			
6. I convey clear and uniform standards which I use to evaluate my employees' performance.	✓			
7. I encourage to help my employees in developing work methods and job procedures.	✓			
C. Management Support				
1. I help employees in solving problems they experience while carrying out their duties.	✓			
2. I support employees' creativity and innovation to ensure that they are fully implemented.	✓			
3. I support employee growth by providing them with training opportunities to enhance their skills and knowledge.	✓			
4. I give support to my employees all the time.	✓			
5. I have good relationship with my employees.	✓			

Appendix B-2

(Respondents' Level of Personality Traits Questionnaire)

RESPONDENTS' LEVEL OF PERSONALITY TRAITS QUESTIONNAIRE

Adapted Questionnaire from: Hadziahmetovic et al. (2021) & Wu (2024)

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			
	4 (SA)	3 (A)	2 (D)	1 (SD)
A. Openness				
1. I have a good sense of creativity when it comes to innovation.		✓		
2. I think that paying attention to extreme ideas is important.	✓			
3. I would enjoy exploring new ideas and concepts.	✓			
4. I have a preference for exploring novel experiences.	✓			
5. I enjoy engaging in abstract thinking.	✓			
6. People have often told me that I have a good sense of thought.	✓			
B. Conscientiousness				
1. I am organized when working.	✓			
2. I pay much attention to the small details when working.	✓			
3. I always try to be accurate in my work, even at the expense of time.	✓			
4. I am always called as a perfectionist by the people surrounding me.	✓			
5. I plan and organize things to avoid scrambling at the last minute.	✓			

C. Extroversion				
1. I often express my opinions in group meetings.	✓			
2. I am usually the one who makes the first move during social situations.	✓			
3. I am often the one who speaks on behalf of the group.	✓			
4. I feel satisfied with myself overall.		✓		
5. I feel that I am a worthy person.	✓			
D. Agreeableness				
1. I don't hold a grudge to my employees even if they have badly wronged me.	✓			
2. I value harmonious relationship and forgive people who have treated me badly.	✓			
3. I am flexible and open in my opinions when people disagree with me.	✓			
4. I don't argue with my people when they tell me that I'm wrong.	✓			
5. I am a determined individual.				
E. Neuroticism				
1. I would feel stress whenever there are challenges in the business setting.		✓		
2. I would feel like panicking when there is an emergency.			✓	
3. I feel like crying when I see other people crying.				✓
4. I feel strong emotions when one of my employees is going away for a longtime.	✓			
5. I experience feelings of anxiety easily.				✓
6. I am prone to feelings of depression easily.				✓
7. I remain unemotional even in situations where most people get very sentimental.				✓

Appendix B-3

(Micro-entrepreneurs' Business Performance Questionnaire)

MICROENTREPRENEURS' BUSINESS PERFORMANCE QUESTIONNAIRE

Adapted Questionnaire from: Hadziahmetovic (2021); Nor (2024); Pratama et al (2024); & Memon et al (2018)

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			
	4 (SA)	3 (A)	2 (D)	1 (SD)
A. Customer Satisfaction				
1. Customers leave nice reviews.	✓			
2. There is an increase in customer loyalty.		✓		
3. There is an increase in delivery speed of products/services.		✓		
4. Customers feel satisfied when the service provided by the vendor is fulfilled.	✓			
5. The customers will commit to making repeat purchases.				
B. Motivated Workforce				
1. My employees are feeling strong and vigorous.	✓			
2. My workers are motivated to go to work.	✓			
3. I feel bursting with energy, as well as my workers during at work.	✓			
4. I am enthusiastic about my job, as well as my subordinates.	✓			
5. I find the work that I do full of meaning and purpose.	✓			
6. My employees and I are inspired to do our designated job.	✓			

C. Profitability				
1. There is an evident increase in sales in the business organization.		✓		
2. The business has a better financial liquidity.		✓		
3. The business improves its market share.	✓			
4. The business organization conducts cross buying.	✓			
5. The business generates a positive annual revenue.	✓			

APPENDIX C

(Sampling Computation)

 Raosoft®	
What margin of error can you accept? 5% is a common choice	5 %
What confidence level do you need? Typical choices are 90%, 95%, or 99%	95 %
What is the population size? If you don't know, use 20000	3501
What is the response distribution? Leave this as 50%	50 %
Your recommended sample size is	347

APPENDIX D

(Informed Consent Form)



MISAMIS UNIVERSITY
Ozamiz City
College of Business and Management



INFORMED CONSENT FORM (PORMA SA NASABTAN NGA PAGTUGOT)

Researcher/Investigator (Nagtuon):

Name (Ngalan): Jan Clarise B. Hiyan; Jenelyn A. Reuyan; Justine A. Tagalogon; Joesel L. Rivera Jr.
Course: Bachelor of Science in Business Administration
College: Business and Management
Email / Contact Number: janclarisebarlisanhiyan@gmail.com / 09383079842

Thesis Title: MICRO-ENTREPRENEURS' MANAGEMENT PRACTICES, PERSONALITY TRAITS, AND BUSINESS PERFORMANCE IN OZAMIZ CITY

PART I. INFORMATION SHEET

Introduction (Pasiuna)	Good day! I am Jan Clarise B. Hiyan, the principal researcher of the study entitled "Micro-Entrepreneurs' Management Practices, Personality Traits, And Business Performance in Ozamiz City." 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 micro-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 Jan Clarise B. Hiyan, ang nagpahigayon sa pagtuon kabahin sa "Micro-Entrepreneurs' Management Practices, Personality Traits, And Business Performance in Ozamiz City" Ako usa ka estudyante sa Bachelor of Science in Business Administration Major in Marketing Management sa Misamis University, Ozamis City. Ako nagapili kanimo nga micro-entrepreneur niini nga syudad 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</i>
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	<i>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 examine the management practices and personality traits of micro-entrepreneurs with regard to its relation towards their business performance in Ozamiz City. This research study can help equip the micro-entrepreneurs of Ozamiz City with the knowledge, skills, and traits needed to effectively manage the performance of the business. <i>(Ang katuyuan niini nga pagtuon mao ang pag-imbestiga sa mga pamaagi sa pagdumala ug mga kinaiya sa mga micro-entrepreneurs may kalabotan sa ilang performance sa negosyo sa Ozamiz City. Kini nga pagtuon magatabang sa paghatag og kahibalo, kahanas, ug mga kinaiya nga gikinahanglan aron epektibong mapadagan ang performance sa Negosyo alang sa mga micro-entrepreneur sa Ozamiz City.)</i>
Type of Research Intervention (Matang sa Interbensyon sa Pagtuon)	This study will be conducted through the adapted questionnaires. The gathering of data will be conducted in person. <i>(Kining pagtuon pagabuhaton pinaagi sa adapted questionnaires. Personal ang pagkuha sa datos.)</i>
Selection of Participants (Pagpili sa mga Partisipant)	This study will select 377 respondents. The selection is based on the following inclusion criteria: must have business permits in operating their business in Ozamiz City, must be a micro-entrepreneur located within Ozamiz City, must operate in the business industry for minimum of two years, must have at least 5 employees, and must be operating in a physical store or both physical and online store. <i>(Ang mga partisipante niini nga pagtuon mao ang indibidwal nga naga-angkon sa mosunod: adunay business permit, micro-entrepreneur nga nahibutang sulod sa Ozamiz City, napadagan ang negosyo minimum sa duha ka tuig, adunay lima (5) ka empleyado, ug adunay pisikal nga tindahan o adunay pisikal og online nga tindahan.)</i>

Voluntary Participation (<i>Boluntaryo nga Partisipasyon</i>)	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 (<i>Pamaagi</i>)	The distribution and retrieval of the questionnaires will be done in your stores, 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 tindahan, 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 (<i>Gidugayon</i>)	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 <i>(Risiko ug Kahasol)</i>	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 mga pangutana ug moatras sa pag-apil sa bisan unsang panahon nga imong gusto.)</i>
Benefits <i>(Kaayohan)</i>	This study is beneficial to you because the researcher may be able to provide an understanding of the relationship between management practices and personality traits with its relation to the business performance. Thus, your responses shall be highly valued being deemed important in the field of business. <i>(Kini nga pagtuon makapahimo kanimo paghatag og katin-awan o pagpasabot kabahin sa management practices og personality traits kalabot niini sa performance sa negosyo. Ang imong mga tubag hatagan og dakong bili nga giisip nga importante sa linya sa pagtuon sa pagdumala sa negosyo).</i>
Reimbursements <i>(Hulip nga bayad)</i>	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>
Confidentiality of Data <i>(Pag-amping sa Datos)</i>	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 tanang datos nga pagagub-on human sa 6 kabulan gikan sa pag-publika sa resulta.)</i>
Sharing of Findings	to	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 ipaabmit 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	to	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>(Katungod sa Pagpalibabad o Pag-undang)</i> <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	to	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>
(Kinsa ang Kontakon)	ang	

Name of the Researcher (Ngalan sa Nagtuon): Jan Clarise B. Hiyan; Jenelyn A. Reuyan; Justine Dezell A. Tagalogon; Joesel L. Rivera Jr.

Cellphone Number/s: 09383079842

e-mail add: janclarisebarlisanhiyan@gmail.com

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.

(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 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.

(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.)

A copy of this Informed Consent Form will be provided to the participant.

(Ang kopya sa niining Informed Consent Form ihatag ngadto sa respondent.)

Print Name of Researcher (Ngalan sa Nagtuon): JAN CLARISE B. HIYAN;
JENELYN A. REUYAN; JUSTINE DEZELL A. TAGALOGON; JOESEL L.
RIVERA JR.

PART II. CERTIFICATE OF CONSENT

This research entitled "Micro-Entrepreneurs' Management Practices, Personality Traits, and Business Performance in Ozamiz City" by Jan Clarise B. Hiyan; Jenelyn A. Reuyan; Justine Dezell A. Tagalogon; Joesel L. Rivera Jr. with the aim of gathering information and data pertaining to the micro-entrepreneurs' management practices and personality traits with its relation towards the business performance has been presented and explained to me clearly. Since the study involves micro-entrepreneurs, I am chosen as one of the participants.

(Kini nga pagtuon gititulohan, "Micro-Entrepreneurs' Management Practices, Personality Traits, and Business Performance in Ozamiz City" ni Jan Clarise B. Hiyan; Jenelyn A. Reuyan; Justine Dezell A. Tagalogon; Joesel L. Rivera Jr., nga adunay tumong sa pagkuha og impormasyon ug datos kabahin sa pamaagi sa management practices og personality traits sa mga micro-entrepreneurs kilabot sa business performance, gipresenta ug gipasabot og klaro kanako. Tungod kay ang pagtuon kay kabahin sa mga micro-entrepreneurs, ako napilian isip usa sa mga partisipante.

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)].

Thumb mark

Name and Signature of the Witness

(Ngalan ug Pirma sa Testigo)

APPENDIX E

(Approved Letters of Consent)

Appendix E-1

(Letter of Approval to Conduct Survey)



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. JAN CLARISE HIYAN; MS. JENELYN REUYAN; MS. JUSTINE DEZELL TAGALOGON; and MR. JOESEL RIVERA JR.** 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 **"MICRO-ENTREPRENEURS' MANAGEMENT PRACTICES, PERSONALITY TRAITS, AND BUSINESS PERFORMANCE IN OZAMIZ CITY"** 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. BARILO, CPA, DM
Dean, College of Business and Management

Appendix E-2

(Letter to the Office of the City Mayor)



MISAMIS UNIVERSITY
Ozamiz City,
College of Business and Management



April 30, 2024

Hon. Atty. Henry F. Oaminal Jr.
City Mayor
City Hall, Ozamiz City
Misamis Occidental

Dear Hon. Atty. Oaminal Jr.:

Greetings of Peace and Prosperity!

We, students of the Bachelor of Science in Business Administration (BSBA) at the College of Business and Management (CBM), Misamis University, are currently working on the study entitled "Micro, Small and Medium Enterprises' Management Styles, Personality Traits, and Business Performance in Ozamiz City." In line with this matter, we want to ask the total number of registered MSME's in Ozamiz City. Through this undertaking we would be able to carefully calculate the sample respondents that will be qualified in our studies. Rest assured that all the information gathered from that prospective office will be used for academic purposes only.

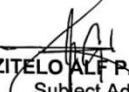
May this request merit your good office as we continuously thrive in making our community a progressive city under your leadership. Thank you and God speed!

Respectfully yours,


JAN CLARISE B. HIYAN
Lead Researcher

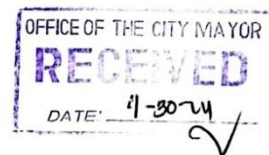
Noted by:


GILDA L. ILUSORIO, DM
Research Adviser


RENZITELO ALF R. CARPIO, DM
Subject Adviser

Approved by:


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



Appendix E-3

(Letter from the Office of the City Mayor)



REPUBLIC OF THE PHILIPPINES
CITY ADMINISTRATOR'S OFFICE
CITY OF OZAMIZ

TELEFAX NO. (088) 521-1390
MOBILE NO. (0917) 777 6100
EMAIL: ASENSOOZAMIZADM@GMAIL.COM



**ASENSO
OZAMIZ**

8 August 2024

Mr. EFREN J. BARILLO, CPA, DM, Dean
Mr. RENZITELO ALF P. CARPIO, DM, Subject Adviser
Ms. GILDA L. ILUSORIO, DM, Research Adviser
MISAMIS UNIVERSITY-College of Business and Management

Thru: **Mr. JAN CLARISE B. HIYAN**
Lead Researcher

Dear Sir:

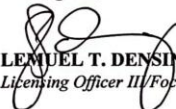
With reference to your request for the Total Number of Registered MSME's in Ozamiz City for your study entitled "*Micro, Small and Medium Enterprises' Management Styles, Personality Traits, and Business Performance in Ozamiz City,*" hereunder is the data as of 7 August 2024, to wit:

LARGE	- 51
MEDIUM	- 162
MICRO	- 3,501
SMALL	- 277
UNCATEGORIZED	- 49
TOTAL	4,040

We hope this data supports your research efforts.

Thank you.

Best regards,


LEMUEL T. DENING, MIST
Licensing Officer II / Focal Person, iBPLS (I.T.)

Noted by


ATTY. SAM NORMAN G. FUENTES
City Administrator

Copy furnished:
City Mayor's Office

Appendix F

(Statistical Output)

1. What is the level of management practices among micro-entrepreneurs in terms of communication, supervision, and management support?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Communication	347	2.625	4.000	3.41390	.335355
Supervision	347	2.71428571428 57144	4.00000000000 00000	3.362700699 876493	.3285610869 60871
Management Support	347	2.8	4.0	3.413	.3488
MANAGEMENT PRACTICES	347	2.71309523809 52382	4.00000000000 00000	3.396428571 428573	.2905590652 62465
Valid N (listwise)	347				

2. What is the level of personality traits among micro-entrepreneurs in terms of openness, conscientiousness, extroversion, agreeableness, and neuroticism?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Openness	347	2.50000000000 00000	4.00000000000 00000	3.336215177 713738	.3230465045 83317
Conscientiousness	347	2.0	4.0	3.312	.3705
Extraversion	347	2.2	4.0	3.352	.3598
Agreeableness	347	2.2	4.0	3.329	.3526
Neuroticism	347	1.57142857142 85714	4.00000000000 00000	2.861259777 686289	.5516665270 20123
PERSONALITY TRAITS	347	2.63619047619 04760	4.00000000000 00000	3.237996432 002194	.2577106019 20360
Valid N (listwise)	347				

3. What is the level of business performance among micro-entrepreneurs in terms of customer satisfaction, motivated workforce, and profitability?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Customer Satisfaction	347	2.8	4.0	3.467	.3961
Motivated Workforce	347	2.8333333333333335	4.0000000000000000	3.421229586935639	.365114281818868
Profitability	347	2.4	4.0	3.376	.3913
BUSINESS PERFORMANCE	347	2.8555555555555556	4.0000000000000000	3.421485750880565	.326781835779412
Valid N (listwise)	347				

4. Is there a significant relationship between the management practices of micro-entrepreneurs and business performance?

Correlations

			MANAGEMENT PRACTICES	BUSINESS PERFORMANCE
Spearman's rho	MANAGEMENT PRACTICES	Correlation Coefficient	1.000	.741**
		Sig. (2-tailed)	.	.000
		N	347	347
	BUSINESS PERFORMANCE	Correlation Coefficient	.741**	1.000
		Sig. (2-tailed)	.000	.
		N	347	347

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

5. Is there a significant relationship between the personality traits of micro-entrepreneurs and business performance?

Correlations

			BUSINESS PERFORMANCE	PERSONALITY TRAITS
Spearman's rho	BUSINESS PERFORMANCE	Correlation Coefficient	1.000	.589**
		Sig. (2- tailed)	.	.000
		N	347	347
	PERSONALITY TRAITS	Correlation Coefficient	.589**	1.000
		Sig. (2- tailed)	.000	.
		N	347	347

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

APPENDIX G

(Documentation)

Appendix G-1

(Conducting Survey)



Appendix G-2

(Thesis Proposal Defense)



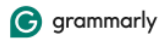
Appendix G-3

(Final Thesis Defense)



APPENDIX H

(Grammarly Report)



Report: MICRO-ENTREPRENEURS' MANAGEMENT PRACTICES, PERSONALITY TRAITS, AND BUSINESS PERFORM...

MICRO-ENTREPRENEURS' MANAGEMENT PRACTICES, PERSONALITY TRAITS, AND BUSINESS PERFORMANCE IN OZAMIZ CITY

by Misamis University

General metrics

79,670	10,956	492	43 min 49 sec	1 hr 24 min
characters	words	sentences	reading time	speaking time

Score



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

Writing Issues

111	24	87
Issues left	Critical	Advanced

Plagiarism

This text hasn't been checked for plagiarism

APPENDIX I

(Turnitin Results)



Similarity Report ID: oid:28447:70884519

PAPER NAME

JAN CLARISE B. HIYAN.docx

WORD COUNT

13968 Words

CHARACTER COUNT

88450 Characters

PAGE COUNT

60 Pages

FILE SIZE

87.9KB

SUBMISSION DATE

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- Bibliographic material

CURRICULUM VITAE



PERSONAL INFORMATION

Name : Jan Clarise B. Hiyan
Age : 21 years old
Sex : Female
Address : Doña Consuelo, Ozamiz City, Misamis Occidental
Mobile No. : 0938-307-9842
Religion : Roman Catholic

EDUCATIONAL BACKGROUND

College:

Bachelor of Science in Business Administration major in Marketing Management
Misamis University
S.Y. 2024 – 2025

Senior High School:

Accountancy, Business and Management (ABM)
Misamis University
S.Y. 2020 – 2021

Junior High School:

Computer and System Services
Ozamiz City School of Arts and Trades
S.Y. 2018 – 2019

Elementary:

Doña Consuelo Elementary School
S.Y. 2014 – 2015

TRAININGS AND SEMINARS

Central Student Council & Local Student Council Leadership Training – 2023
PCDEB Regional Business Student Summit – 2023

CURRICULUM VITAE



PERSONAL INFORMATION

Name : Jenelyn A. Reuyan
Age : 22 years old
Sex : Female
Address : Sangay Daku, Clarin, Misamis Occidental
Mobile No. : 0949-662-2047
Religion : Roman Catholic

EDUCATIONAL BACKGROUND

College:

Bachelor of Science in Business Administration major in Marketing Management
Misamis University
S.Y. 2024 – 2025

Senior High School:

Accountancy, Business and Management (ABM)
Misamis University
S.Y. 2020 – 2021

Junior High School:

Chiraj Memorial National High School
S.Y. 2018 – 2019

Elementary:

Ozamiz Elementary School
S.Y. 2014 – 2015

TRAININGS AND SEMINARS

PCDEB Regional Business Student Summit – 2023

CURRICULUM VITAE



PERSONAL INFORMATION

Name : Joesel L. Rivera Jr.
Age : 24 years old
Sex : Male
Address : Bangkal, Aguada, Ozamiz City, Misamis Occidental
Mobile No. : 0945-766-3561
Religion : Roman Catholic

EDUCATIONAL BACKGROUND

College:

Bachelor of Science in Business Administration major in Marketing Management
Misamis University
S.Y. 2024 – 2025

Senior High School:

Science, Technology, Engineering and Mathematics (STEM)
Misamis University
S.Y. 2018 – 2019

Junior High School:

Ozamiz City National High School
S.Y. 2016 – 2017

Elementary:

Andrea D. Costonera Elementary School
S.Y. 2012 – 2013

TRAININGS AND SEMINARS

PCDEB Regional Business Student Summit – 2023

CURRICULUM VITAE



PERSONAL INFORMATION

Name : Justine Dezell A. Tagalogon
Age : 22 years old
Sex : Female
Address : Dban, Calamba, Misamis Occidental
Mobile No. : 0930-433-5738
Religion : Grace Gospel

EDUCATIONAL BACKGROUND

College:

Bachelor of Science in Business Administration major in Marketing Management
Misamis University
S.Y. 2024 – 2025

Senior High School:

Humanities and Social Sciences (HUMSS)
Liberation Institute
S.Y. 2020 – 2021

Junior High School:

Liberation Institute
S.Y. 2018 – 2019

Elementary:

Calamba Central School
S.Y. 2014 – 2015

TRAININGS AND SEMINARS

PCDEB Regional Business Student Summit – 2023