

Entrepreneurial Characteristics on the Growth of Micro, Small and Medium Enterprises

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Abstract - MSMEs operating in Oriental Mindoro have contributed substantially to the province's sustainable development by generating economic and social benefits in rural areas and the whole province. Thus, the study assessed the entrepreneurial characteristics on the growth of MSMEs in the first-class municipalities of Oriental Mindoro. It considered the demographic and firmographic along with cognitive and personal entrepreneurial characteristics. It also looked at strategic positioning, entrepreneurial competencies, and access to finance as factors affecting the growth of MSMEs. Differences of the responses among respondents in entrepreneurial characteristics and MSMEs' growth were taken into considerations. Also, relationship between them was accounted. The study used the descriptive method of research. Questionnaire was used as the main data gathering instrument. Two hundred eighty-four entrepreneurs participated in the study. Frequency/percentage, weighted mean, and Mann-Whitney U and Kruskal Wallis tests were used to statistically treat the data. The study showed that need for achievement, locus of control, self-efficacy, alertness, and cognitive style significantly differ in terms of demographic profile. Access to finance and strategic positioning also significantly differ considering demographics. Entrepreneurial characteristics in some variables positively relate to growth of MSMEs. Entrepreneurial growth framework that could help the growth of MSMEs as well as entrepreneurs was proposed.

Keywords: *entrepreneurial characteristics, growth of MSME, personality traits, cognitive traits*

INTRODUCTION

Micro, small, and medium enterprises are known as an instrument of economic development. Developed and developing countries are focused on MSMEs because boundless economic benefits are expected to be communicated. Philippines has acknowledged the significance of MSMEs for economic growth and poverty improvement through job creation for the country's labor force, stimulating rural development, and serves as a supplier and provider of support services to large enterprises. Consequently, a vibrant MSME sector is an indicator of a stable and growing economy. With this recognition, some constraints and cases have been raised, despite all MSME development policies on how to realize its potential and growth [1].

MSMEs operating in the province made an important contribution to the sustainable development by generating economic and social benefits, especially in rural areas and in the province as a whole. Apart from the full development of the agricultural and tourism sectors in Oriental Mindoro, the growth and development of MSMEs is a priority. In 2008, Oriental Mindoro registered the highest number of establishments with a

total of 6,104, according to NEDA's Regional Development Plan 2011-2016. The good condition of the current infrastructure facilities, including ports, highways, electricity, and connectivity can be the viable reasons for large investors to do business within the province [2]. The LGUs surely need to be business-oriented in their locality.

Need for achievement, innovativeness behavior, locus of control, tolerance for ambiguity, risk-taking propensity, and self-efficacy are the key personality traits of an entrepreneur [3]. It also investigates how entrepreneurs reflect and act, and found reasons why they do things and identified factors that entrepreneurs use to make judgments and assessments including attitude toward entrepreneurship, entrepreneurial alertness, entrepreneurial motivation, and cognitive style.

In view of the foregoing, to assess the influence of entrepreneurial characteristics on the growth of MSMEs in Bongabong, Naujan, Pinamalayan and Puerto Galera- the first class municipalities of Oriental Mindoro, the study specifically investigated the personality traits of the owners/managers with regards to need for achievement, locus of control, risk taking propensity,

innovativeness behavior, tolerance for an ambiguity, and self-efficacy, and the cognitive characteristics which comprise of entrepreneurial alertness, attitudes toward entrepreneurship, cognitive style, and entrepreneurial motivation. Moreover, the growth of MSMEs will be assessed as to strategic positioning, entrepreneurial competencies, and access to finance.

OBJECTIVES OF THE STUDY

The general purpose of the study is to assess the entrepreneurial characteristics on the growth of MSMEs in the first-class municipalities of Oriental Mindoro. More specifically, it aimed to describe the respondents’ profile in terms of age, sex, marital status, and highest educational attainment as well as its firmographic profile’s form of organization, type, location, number of years in operation, and number of employees; assessed the entrepreneurial characteristics of the respondents in terms of their personal traits’ need for achievement, locus of control, risk taking propensity, innovativeness behavior, tolerance for an ambiguity, and self-efficacy, and cognitive traits’ entrepreneurial alertness, attitude towards entrepreneurship, cognitive style, and entrepreneurial motivation; evaluate the growth of MSMEs in terms of strategic positioning, entrepreneurial compliance, and access to finance; tested if entrepreneurial characteristics significantly differs when grouped according to profile; tested if growth of MSME’s significantly differs when grouped according to profile; tested if respondents’ entrepreneurial characteristics significantly relate to growth of MSMEs; and finally, an entrepreneurial growth framework was proposed to help improve the growth of MSMEs and entrepreneurs.

MATERIALS AND METHODS

The study used descriptive method. The subjects are the owners/managers of MSME’s. As provided by Department of Trade and Industry Provincial Office, there were 1,081 registered business establishments in the first-class municipalities of Oriental Mindoro. A sample size of 284 was arrived by using Raosoft calculator. It made used of stratified proportionate random sampling to distribute properly the number of respondents in each municipality.

The study used questionnaire adapted with Cronbach alpha of 0.811 [4]. The questionnaire was composed of five parts. Part I and II contain the respondents and business profile, respectively. Part III contains the assessment of respondents’ personality traits, while part IV is on respondents’ cognitive

characteristics. Part V covers the factors which influence the growth of MSME’s.

Frequency count and percentage were used to describe the profile of the respondents. Weighted mean was used to answer the objective number two and three. Finally, Kruskal–Wallis test and Mann-Whitney U were used to test the significant differences.

RESULTS AND DISCUSSION

Table 1. Distribution of the Respondents in terms of Demographic Profile

Age	Frequency	Percentage
21-29	24	8.5
30-39	104	36.6
40-49	118	41.5
50-59	38	13.4
Sex		
Male	146	51.4
Female	138	48.6
Civil Status		
Single	27	9.5
Married	257	90.5
Educational Attainment		
Elementary	1	.4
High School	30	10.6
College	245	86.3
College undergraduate	8	2.8

It can be inferred from Table 1 that in terms of age, majority of the respondents were in the age bracket of 40-49 years old obtaining the frequency of 118. In this age, entrepreneur has grown and started in figuring out their ideal industry and starting their own business [5]. In terms of sex most of the respondents were male having the frequency of 146 while in terms of civil status, married got the highest frequency of 257. It was supported by a study which states that men and women differ from their management styles and men are more tasks oriented and women are more relationship focused [6]. This validates an article which said that around 71 percent of all entrepreneurs are married because they prefer to make control of their own time [7]. When it comes to educational attainment, majority were college graduate with the frequency of 245. College graduates choose to make their own paths by starting their own ventures in a wide range of business industries, using the knowledge gained from their studies.

Table 2 shows that in terms of form of business organization, most fell under single proprietorship with a frequency of 250.

Table 2. Distribution of the Respondents in terms of their Firmographic Profile

Form of Business Organization	f	%
Single Proprietorship	250	88
Partnership	6	2.1
Corporation	28	9.9
Type of Business		
Service	212	74.6
Trading	69	24.3
Manufacturing	3	1.1
Location		
Bongabong	55	19.4
Naujan	60	21.1
Pinamalayan	77	27.1
Puerto Galera	92	32.4
Number of Years in Operation		
1-5		
6-10	125	44
11-15	118	41.5
16 and above	30	10.6
	11	3.9
Number of Employees		
Not more than 9	263	92.6
10-99	21	7.4
Asset Size		
Up to 3,000,000	280	98.6
3,000,001-15,000,000	3	1.1
15,000,001-100,000,000	1	.4

This is due to the fact that sole proprietor has more advantages than any other form of business organization. With regards to location, Puerto Galera has the highest frequency of 92. MSMEs are putting up their business in Puerto Galera for it has been a tourist spot in the province of Oriental Mindoro. As to number of years in operation, most fell in 1-5 years with frequency of 125. Entrepreneurs have started their business recently, for this reason, MSMEs are currently increasing. Relative to number of employees, it can be seen from the table that not more than 9 employees got the highest frequency of 263. Since MSMEs has a low capital, they are depending on a short number of employees usually among their relatives.

Generally, Table 3 presents the assessment of the respondents on the entrepreneurial characteristics on the growth of MSMEs in the Philippines particularly in the first class municipalities of Oriental Mindoro in terms of the need for achievement apparently attained a composite mean of 3.72 and verbally interpreted as strongly agree.

This means that entrepreneurs are persistent and have a drive to advance, grow, and excel in every aspect of their business. High-nAch entrepreneurs are supposed to participate in active and creative activities than low-nAch people that require future planning and involve responsibility for task outcomes for a person [8].

Table 3. Entrepreneurial Characteristics in terms of Need for Achievement

Need for achievement	WM	VI
1. Even though people tell me it can't be done I will persist.	3.74	SA
2. I look upon my works simply as a way to achieve my goals.	3.68	SA
3. I will not be satisfied unless I have reached the desired level of results.	3.69	SA
4. I try to do my job as well as possible even when the tasks assigned to me are difficult.	3.71	SA
5. I never put important matters off until in more convenient time.	3.73	SA
6. I spend a considerable amount of time making the organization I belong to function better.	3.72	SA
7. I want to shoot for excellence in everything I do.	3.74	SA
8. I always try to learn lessons from my failures.	3.71	SA
Composite Mean	3.72	SA

In addition, most of the entrepreneurs strongly agree that they want to shoot for the excellence in everything they do having a weighted mean of 3.74 and verbally interpreted as strongly agree. This shows that excellence is a key factor in the characteristics of entrepreneur in terms of need for achievement. According to McClelland (2007), under confusion, businessmen are making things in new and improved styles and making decisions. Businessmen are regarded by an inclination towards achievement which is a desire towards success, advancement and growth.

Table 4 presents the assessment of the respondents on the entrepreneurial characteristics on the growth of MSMEs particularly in the first-class municipalities of Oriental Mindoro in terms of locus of control. Locus of control seemingly attained a composite mean of 3.72 and verbally interpreted as agree. Entrepreneurs have the capacity to search for new opportunities and has an initiative attitude toward controlling their lives and events in their business. Macro and micro entrepreneur, micro perspective of micro-entrepreneurship, it examined the aspects that are accurate to entrepreneurs

and are within the internal control [9]. The future entrepreneur has the power or control of each major influence to steer or change the outcome.

Table 4. Entrepreneurial Characteristics in terms of Locus of Control

Locus of Control	WM	VI
1. I am usually able to protect my personal interest.	3.14	Agree
2. My life is determined by my own actions.	3.25	Agree
3. I pretty much determine what will happen in my life.	3.16	Agree
4. When I make plans, I am almost certain to make them work.	3.25	Agree
5. When I get what I want, it is usually because I worked hard for it.	3.31	Agree
6. I feel like what happens in my life is largely determined by powerful people.	2.71	Agree
7. The outcome of my actions depends on my own performance.	3.35	Agree
8. My life is controlled by powerful others.	2.53	Agree
Composite Mean	3.09	Agree

Furthermore, most respondents agreed that the outcome of their actions depend on their own performance having a weighted mean of 3.35 interpreted as agree. It can be gleaned that the locus of control depends on own performance. People feel they can regulate things that affect them, and their acts outcome really rest on their success.

Table 5. Entrepreneurial Characteristics in terms of Risk Taking Propensity

Risk taking propensity	WM	VI
1. If I invested money in stocks, it would probably only be in safe stocks from large, well-known companies.	2.88	Agree
2. Taking risks bothers me even if the gains involved are potentially high.	2.7	Agree
3. If the possible rewards were very high, I would not hesitate to put my money into a new business that could fail.	2.73	Agree
4. I consider security as an important element in every aspect of my life.	3.07	Agree
5. I avoid situations of personal risk, even those with great rewards.	2.64	Agree
6. I take chances unconcerned with danger.	2.49	Disagree
7. I believe that higher risks are worth taking for higher rewards.	2.58	Agree
8. I regularly take calculated risks to gain potential advantage.	2.49	Disagree
Composite Mean	2.7	Agree

Table 5 presents the assessment of the respondents on the entrepreneurial characteristics in terms of risk-taking propensity. Generally, based on the result, it can be deduced that the respondents agreed that they are risk taker having a composite mean of 2.7 and verbally interpreted as agree. This means that the entrepreneur has

the willingness to engage in risky activities for their business whether there is an uncertainty of profit or loss. This indicates that the principal consideration for separating businessmen from employees was the latter's insecurity and risk [10]. Entrepreneurship also embraces challenges to monetary wellbeing, career chances, family relationships, emotional and mental wellbeing in an indeterminate environment [11].

It can also be gleaned that protection and security has the greatest element that the respondents decided on with verbally interpreted as agree having a weighted mean of 3.07. It shows entrepreneurs are taking risks for their health and organizes and manages an employment or economic association and receives its risks in order to secure their future.

Table 6. Entrepreneurial Characteristics in terms of Innovativeness Behavior

Innovativeness Behavior	WM	VI
1. People often ask me for help in creative activities.	2.61	Agree
2. I seldom bother to think of original ways of doing a task.	2.42	Disagree
3. I often try to invent new uses for everyday objects.	2.56	Agree
4. I consider security as an important element in every aspect of my life.	3.33	Agree
5. I believe that to become successful in business you must spend some time every day developing new ideas.	3.51	Agree
6. I am aware that I am usually one of the last people in my group to accept something new.	2.64	Agree
7. I am generally cautious about accepting new ideas.	2.57	Agree
8. I am suspicious of new inventions and new ways of thinking.	2.43	Disagree
Composite Mean	2.76	Agree

Table 6 presents the assessment of the respondents on the entrepreneurial characteristics on the growth of MSMEs in terms of innovativeness behavior. In general, as reflected on the assessment, the personal entrepreneurial characteristic of an entrepreneur in terms of innovativeness behavior was agreed having a composite mean of 2.76. The region's entrepreneur has the ability to engage their company with new ideas, creativity, innovation, and imaginative developments that can create new goods, services, and technical methods. This finding is confirmed by a study which suggested the term individual work behavior as the deliberate development, implementation and presentation of fresh ideas within a job function, organization community, in order to help individual and group performance [12].

In addition, the result shows that most respondents agreed that security is an important element in every

aspect of their life having a weighted mean of 3.33 and verbally interpreted as agree and shows that respondents are innovating for the safety of every aspect of their lives.

Table 7. Entrepreneurial Characteristics in terms of Tolerance for Ambiguity

Innovativeness Behavior	WM	VI
1. A problem has little attraction for me if I don't think it has a solution.	2.86	Agree
2. I am just a little uncomfortable with people unless I feel that I can understand their behavior.	2.82	Agree
3. There is a right way and a wrong way to do almost everything.	2.82	Agree
4. I don't like to work on a problem unless there is a possibility of coming out with a clear-cut and unambiguous answer.	2.76	Agree
5. My way to understand complex problems is to be concerned with their larger aspects instead of breaking them into smaller pieces.	2.83	Agree
6. I get pretty anxious when I'm in a social situation over which I have no control.	2.56	Agree
7. Practically, every problem has a solution.	2.85	Agree
8. Sometimes, I rather enjoy going against the rules and doing things I'm not supposed to do .	2.39	Disagree
Composite Mean	2.76	Agree

Table 7 presents the assessment of the respondents on the entrepreneurial characteristics on the growth of MSMEs in terms of the tolerance for an ambiguity. The table shows that the tolerance for ambiguity characteristics of the respondents are agreed which apparently attained a composite mean of 2.74 and verbally interpreted as agree. This means that entrepreneurs have the ability to respond positively to indefinite situations. Relative tolerance for ambiguity has a positive significance on the possibility of setting up business . An individual whose tolerance level is one standard deviation above the average is 13 percent more likely than an otherwise similar person to pursue business despite of ambiguous situations [13].

Further, most respondents agreed that problems have a little attraction to them and practically every problem has a solution which attained a composite mean of 2.86 and 2.85, respectively, having a verbal interpretation of agree. This means that entrepreneurs are certain about facing their problem as a challenge for them to succeed. Tolerance for ambiguity is a businessman's ability to interpret ambiguous circumstances as desirable [14].

Table 8 presents the assessment of the respondents on the entrepreneurial characteristics on the growth of MSMEs in terms of self-efficacy which attained a composite mean of 2.69 and verbally interpreted as agree. This means that the entrepreneurs in Oriental Mindoro have

higher confidence in performing hindrances to be solved instead of avoiding. Conversely, low level self-efficacy entrepreneurs tend to evade challenging tasks, have small levels of motivation and obligation, and give up easily to their goals [15].

Table 8. Entrepreneurial Characteristics in terms of Self-efficacy

Self-efficacy	WM	VI
1. When I make plans, I am certain I can make them work.	3.41	Agree
2. I feel insecure about my ability to do things.	2.64	Agree
3. If I can't do a job the first time, I keep on trying until I manage.	3.28	Agree
4. When I set important goals for myself I rarely achieve them.	2.43	Disagree
5. I give up on things before completing them.	2.28	Disagree
6. I avoid facing difficulties.	2.19	Disagree
7. If something looks too complicated I will not even bother to try it.	2.38	Disagree
8. When I have something unpleasant to do I stick to it until I finish it.	2.87	Agree
Composite Mean	2.69	Agree

Also most respondents are certain in their work if they make plans having a composite mean of 3.41 and verbally interpreted as agree. That shows that an entrepreneur's planning is a factor in the self-efficacy conviction. Clarifying company goals and habits is an important factor because entrepreneurs need to trust in their capability to establish and run a novel enterprise before doing so [16].

Table 9 presents the assessment of the respondents on the entrepreneurial characteristics on the growth of MSMEs in terms of alertness and is highly characterized with a composite mean of 3.52 and verbally interpreted as strongly agree.

Table 9. Cognitive Entrepreneurial Characteristics in terms of Alertness

Entrepreneurial alertness	WM	VI
1. It developed from another idea I was considering.	3.44	Agree
2. My experience in a particular problem.	3.49	Agree
3. Thinking about solving a particular problem.	3.47	Agree
4. Knowledge or expertise in business.	3.52	Strongly Agree
5. My friend and my family.	3.57	Strongly Agree
6. Potential or existing customers.	3.56	Strongly Agree
7. Existing suppliers or distributors.	3.54	Strongly Agree
8. Potential or existing investors/lender.	3.51	Strongly Agree
9. My passion/hobby	3.54	Strongly Agree
10. Influenced by successful entrepreneurs	3.54	Strongly Agree
Composite Mean	3.52	SA

The result shows that entrepreneurs can find possibilities that have previously been ignored and inspired to formulate a picture of the future. Entrepreneur is a person who currently sees gain potential and starts an action to satisfy unmet needs [9].

It shows that friends and family of the respondents have the highest impact in the cognitive entrepreneurial characteristics of the entrepreneur in terms of alertness having a composite mean of 3.57 and verbally interpreted as strongly agree. This indicates that the immediate individuals known to the entrepreneurs' influence readiness to enter business. An aware entrepreneur has an extraordinary planning and capacity to explore a chance ahead of their peers, with the aid of friends and family members [9].

Table 10. Cognitive Entrepreneurial Characteristics in terms of Attitudes toward Entrepreneurship

Attitudes toward entrepreneurship	WM	VI
1. I admire people who start their own business.	3.5	SA
2. When I have plans I am almost certain to make them happen.	3.44	Agree
3. If you try hard enough you can always get what you want in life.	3.4	Agree
4. I consider myself to be a persuasive person.	3.38	Agree
5. I would encourage a friend or relative to start a business.	3.37	Agree
6. I am an imaginative and creative person.	3.42	Agree
7. I usually trust my own judgment even if those around me don't agree with me.	3.22	Agree
8. Except in cases of fraud and malpractice, people who start and fail at business deserve a second chance.	3.35	Agree
9. Starting a firm and keeping it viable would be easy for me.	3.3	Agree
10. I am ready to do anything to be an entrepreneur.	3.39	Agree
Composite Mean	3.38	Agree

Table 10 presents the assessment of the respondents on the entrepreneurial characteristics on the growth of MSMEs in terms of attitudes toward entrepreneurship and it is reflected that the respondents agreed having a composite mean of 3.38. This means entrepreneurs in the region respond to the objective of the attitude in a generally favorable or unfavorable manner. Entrepreneurs have positive approaches and a high degree of commitment to business [17]. Entrepreneurs mostly admire people who start their own business, and they are certain to make their plans happen. It also showed in the result that they are imaginative and creative person, ready to do anything to be an entrepreneur, consider themselves to be persuasive, and work hard enough to get what they want in life.

As shown in Table 11, the cognitive style of entrepreneurs are moderately characterized which

attained a composite mean of 3.2 and verbally interpreted as agree.

Table 11. Cognitive Entrepreneurial Characteristics in terms of Style

Cognitive style	WM	VI
1. I want to have a full understanding of all problems.	3.21	Agree
2. I like to analyze problems.	3.13	Agree
3. I make detailed analyses.	3.12	Agree
4. I study each problem until I have understood the underlying logic.	3.14	Agree
5. Developing a clear plan is very important to me.	3.22	Agree
6. I make definite engagements, which I follow up meticulously.	3.19	Agree
7. A good task is a well prepared task.	3.18	Agree
8. I am motivated by ongoing innovation.	3.27	Agree
9. I am able to identify and appreciate different opinions.	3.29	Agree
10. I do general thinking for my over-all view.	3.29	Agree
Composite Mean	3.2	Agree

This ensures that most entrepreneurs tend to have their common way of perceiving, thinking, learning, solving problems and communicating with others. A study analyzed the meanings of cognitive styles and bring into being that cognitive styles broadly focus on the ways entrepreneurs interpret and organize ideas and reach at decisions which are established on their experiences [18].

The table also indicates that the respondents agreed that they are able to identify and appreciate different opinions and they do general thinking for their over-all view both having a weighted mean of 3.29 and a verbal interpretation of agree. In another study, the combination of both analytical and creative approach is needed to develop ideas and reduce the hazards of entrepreneurs' cognitive preferences in behavioral decisions [19].

Table 12. Cognitive Entrepreneurial Characteristics in terms of Motivation

Motivation	WM	VI
1. It was the only way I could make a living.	3.17	Agree
2. To be able to do the kind of work I wanted to do.	3.3	Agree
3. Be your own boss.	3.27	Agree
4. To make more money than I would otherwise make.	3.41	Agree
5. To avoid having to work for others.	3.09	Agree
6. To build a successful organization.	3.4	Agree
7. To achieve a higher position for myself in society.	3.34	Agree
8. To have more control of my time.	3.42	Agree
9. To fulfil strong desire toward having my own business.	3.41	Agree
10. To develop new product or services on my own.	3.43	Agree
Composite Mean	3.32	Agree

Table 12 presents the assessment of the respondents on the cognitive entrepreneurial characteristics on the growth of MSMEs in terms of motivation with a composite mean of 3.32 and verbally interpreted as agreed. This means that provincial entrepreneurs have a common motivation that leads them to start their businesses. One research endorsed the

outcome by analyzing aspects that inspire people to establish their own enterprise and these are need for recognition, income, and flexibility in work, as well as the sense of individual success [20].

It displays that the respondents are motivated through developing new product or services on their own having a weighted mean of 3.43 and verbally interpreted as agree. That shows that self-innovation is a motivating factor for the entrepreneur. Motivation and organizational factors directly related to the effectiveness of new businesses, but the results of composite characteristics and edge aspects are unintended by motivation and factors of organizations [21].

Table 13. Growth of MSMEs in terms of Strategic Positioning

Strategic Positioning	WM	VI
1. Strategic positioning based on perceived product or service quality has influenced the growth of profit margin in my business.	3.63	Strongly Agree
2. Strategic positioning based on providing individualized customer attention has influenced the growth of sales turnover in my business.	3.55	Strongly Agree
3. Strategic positioning based on competitive pricing has influenced the growth of market share in my business.	3.52	Strongly Agree
4. Strategic positioning based on product innovation has influenced the growth of asset value in my business.	3.5	Strongly Agree
5. Strategic positioning based on product or service promotion has influenced the growth of sales turn over in my business.	3.55	Strongly Agree
6. Strategic positioning based on a segment of the market niche has influenced the growth of sales turnover in my business.	3.55	Strongly Agree
7. Strategic positioning based on optimal organizational structure has influenced the profit in my business.	3.52	Strongly Agree
Composite Mean	3.55	Strongly Agree

Assessment of the growth of MSMEs in terms of strategic positioning attained a composite mean of 3.55 and verbally interpreted as strongly agree. This means that each organization has their specific niche within its sphere of influence. Findings addressed a company's strategic positioning by introducing a system that involves three interrelated levels, considering a company's place in service quality, customer satisfaction, product and service design, organizational structure, marketing, innovation, pricing, and supply chain along with production and its functions [16].

It can also be gleaned that the respondents agreed that strategic positioning based on perceived product or service quality has influenced the growth of profit margin of their business which has a weighted mean of 3.63 and verbally interpreted as strongly agree. That

means businessmen in Oriental Mindoro's first-class municipalities have a common perception that MSMEs' strategic positioning is influenced by the quality of products and services. Strategic positioning is being concerned with the process of deciding between those operation-centered activities that should be carried out within the company, and provides quality product and service to increase the profit of the business and also method of selecting those operation-centered activities to be conducted internally by a company and those to be performed externally and under the possession and control of distributors, suppliers, & partners [22].

Table 14. Growth of MSMEs in terms of Entrepreneurial Competencies

Entrepreneurial Competencies	WM	VI
1. Interpersonal skill competencies has influenced the growth of number of employees in my business.	3.51	Strongly Agree
2. Leadership skill competencies has influenced the growth of number of employees in my business.	3.55	Strongly Agree
3. Customer relationship skills has influenced the growth of sales turn over in my business.	3.49	Agree
4. Adequate financial management skills has influenced the growth of asset value in my business.	3.53	Strongly Agree
5. Creative and innovative competencies has influenced the growth of market share in my business.	3.5	Strongly Agree
6. Adequate marketing skills has influenced the growth of sales turnover in my business.	3.5	Strongly Agree
7. Networking skills has influenced the growth of profit margin in my business.	3.46	Agree
Composite Mean	3.51	Strongly Agree

Table 14 presents the assessment of the respondents on the growth of MSMEs in terms of entrepreneurial competencies with composite mean of 3.51 and interpreted as strongly agreed. Entrepreneur has its own characteristics, self-image, social roles, skills and knowledge which drive their business growth. Owner managers resist advancing their management skills through training programs aimed at informing them about the benefits of an enterprise's management skills [23].

It can also be gleaned that the respondents have highly characterized that leadership skill competencies has influenced the growth of number of their employees in their business having attained a weighted mean of 3.55 and verbally interpreted as strongly agree. This means that leadership skills in terms of number of employees have the most impact on the growth of MSMEs. Firm's Resource Based View (RBV) recommends that a business can differentiate itself from its opponents and can only create a sustainable competitive opportunity if it has value, unique, and incomparable resources [24].

Table 15. Growth of MSMEs in terms of Access to Finance

Access to Finance	WM	VI
1. Flexible terms of credit from financial institutions has influenced the growth of sales turnover in my business.	2.96	Agree
2. High cost of credit from financial institutions has influenced the growth of profit margin in my business.	2.85	Agree
3. Credit history for long term credit from financial institutions has influenced the growth of asset value in my business.	2.82	Agree
4. Adequate collateral for long term credit from financial institutions has influenced the growth of asset value in my business.	2.76	Agree
5. Audited financial statements for long term credit from financial institutions has influenced the growth of profit margin in my business.	2.66	Agree
6. Access to long term credit with affordable interest rates from financial institutions has influenced the growth of sales turnover in my business.	2.66	Agree
7. Awareness of funding opportunities for long term credit by financial institutions has influenced the growth of asset value in my business.	2.79	Agree
Composite Mean	2.79	Agree

Table 15 presents the assessment of the respondents on the growth of MSMEs in terms of their access to finance with composite mean of 2.79 and verbally interpreted as agree. Entrepreneurs will be looking for financing institutions to promote innovation even when they have sound business and expansion plans worth investing in. MSMEs will be in a repetitive cycle of supplying what is already in on the business and was unable to innovate in the new market where there can have a full potential for the reason that they lack resources for both the business as a support to venture into unexplored business ideas [25].

Furthermore, flexible terms of credit from financial institutions has influenced the growth of sales turnover in business got the highest weighted mean of 2.96 interpreted as agree. Informal credit sources were the major beginning of MSMEs as their financial support [25].

Table 16 illustrates the result of the test for significant difference on the entrepreneurial characteristics of the respondents when they were grouped according to their age.

Based on the findings, need for achievement, locus of control, risk taking propensity, innovativeness behavior, tolerance for an ambiguity, self-efficacy, entrepreneurial alertness, attitude towards entrepreneurship, cognitive style and entrepreneurial motivation had p-values equal to 0.10, 0.07, 0.997, 0.92, 0.13, 0.13, 0.36, 0.19, 0.21, 0.24, and 0.08 respectively and interpreted as not significant. It means that their assessment on their entrepreneurial characteristics is the same regardless of their age. It can also be attributed to the fact that individuals are already exposed to various

entrepreneurial practices at a very young age and that they have acquired entrepreneurial characteristics. Age was strongly related to experience and that expertise made a successful company and claimed that age was a predictor of contention [26].

Table 16. Significant Difference on the Entrepreneurial Characteristics when grouped according to Age

Personal Traits	X ² value	p-value	Interpretation
Need for Achievement	6.173	.104	Not Significant
Locus of Control	7.016	.071	Not Significant
Risk Taking Propensity	.047	.997	Not Significant
Innovativeness Behavior,	.490	.921	Not Significant
Tolerance for an Ambiguity	5.608	.132	Not Significant
Self-efficacy	3.223	.359	Not Significant
Cognitive Traits			
Entrepreneurial Alertness	4.722	.193	Not Significant
Attitude Towards			Not Significant
Entrepreneurship	4.570	.206	
Cognitive Style	4.180	.243	Not Significant
Entrepreneurial Motivation	6.760	.080	Not Significant

Kruskal Wallis Test: *Significant at p-value<0.05

Table 17 express the result of the test for significant difference on the entrepreneurial characteristics of the respondents when they were grouped according to their sex.

Table 17. Significant Difference on the Entrepreneurial Characteristics when grouped according to Sex

Personal Traits	Z-value	p-value	Interpretation
Need for Achievement	-.040	.968	Not Significant
Locus of Control	-1.155	.248	Not Significant
Risk Taking Propensity	-.284	.777	Not Significant
Innovativeness Behavior	-.037	.970	Not Significant
Tolerance for an Ambiguity	-.174	.861	Not Significant
Self-efficacy	-.118	.906	Not Significant
Cognitive Traits			
Entrepreneurial Alertness	-.523	.601	Not Significant
Attitude Towards	-.631	.528	Not Significant
Entrepreneurship			
Cognitive Style	-.465	.642	Not Significant
Entrepreneurial Motivation	-.032	.975	Not Significant

Mann-Whitney U Test: *Significant at p-value<0.05

Based on the p-values of need for achievement, locus of control, risk taking propensity, innovativeness behavior, tolerance for an ambiguity, self-efficacy, entrepreneurial alertness, attitude towards entrepreneurship, cognitive style and entrepreneurial motivation had p-values equal to 0.97, 0.25, 0.78, 0.97, 0.86, 0.91, 0.60, 0.53, 0.64, and 0.98 respectively. With this, it can be noted that there was no variation on the entrepreneurial characteristics of the respondents when they were grouped according to their sex. Filipino in general are risk takers regardless of their sex and that both gender possess imaginative and coherent ideas that could somehow help them nourished. Innovative skills

such as imagination have an edge for females, so that females are said to be creative thinkers, whereas males are more logical but both male and female entrepreneurs require self-confidence, inspiration, determination and bravery to start and run a business without a stable pay check [27].

Table 18. Significant Difference on the Entrepreneurial Characteristics when grouped according to Marital Status

Personal Traits	Z- value	p-value	Interpretation
Need for Achievement	-1.738	.082	Not Significant
Locus of Control	-2.592	.010	Significant
Risk Taking Propensity	-.583	.560	Not Significant
Innovativeness Behavior	-.353	.724	Not Significant
Tolerance for an Ambiguity	-.128	.898	Not Significant
Self-efficacy	-.063	.950	Not Significant
Cognitive Traits			
Entrepreneurial Alertness	-.195	.845	Not Significant
Attitude Towards Entrepreneurship	-.959	.338	Not Significant
Cognitive Style	-1.242	.214	Not Significant
Entrepreneurial Motivation	-.514	.607	Not Significant

Mann-Whitney U Test: *Significant at p-value<0.05

Table 18 shows the result of the test for significant difference on the entrepreneurial characteristics of the respondents when they were grouped according to their marital status. Based on the findings, needs for achievement has a p-value of 0.08, locus of control had a p-value of 0.010, while risk taking propensity, innovativeness behavior, tolerance for an ambiguity, self-efficacy, entrepreneurial alertness, attitude towards entrepreneurship, cognitive style and entrepreneurial motivation have p-values greater than 0.05. Locus of control of the respondents differs depending on their marital status. An entrepreneur who has been married through his company tightens his locus of control owing to the engagement and responsibility of the family. They always value their families more than their own company. Increasing marital satisfaction and affection are correlated with the development of the internal control locus for both men and women [28].

Table 19 express the result of the test for significant difference on the entrepreneurial characteristics of the respondents when they were grouped according to their educational attainment.

Based on the findings, need for achievement, locus of control, risk taking propensity, innovativeness behavior, tolerance for an ambiguity, self-efficacy, attitude towards entrepreneurship, cognitive style and entrepreneurial motivation had p-values greater than 0.05 and interpreted as not significant. Differently, there is a significant difference on the cognitive traits in terms of entrepreneurial alertness as denoted by the computed p-value of 0.006. Result showed that those college

graduate respondents have significantly higher entrepreneurial alertness than high school and elementary level. Through connecting various pieces of information, education will make it possible for entrepreneurs to connect to theoretical knowledge [18].

Table 19. Significant Difference on the Entrepreneurial Characteristics when grouped according to Educational Attainment

Personal Traits	X ² - value	p-value	Interpretation
Need for Achievement	.791	.673	Not Significant
Locus of Control	.234	.890	Not Significant
Risk Taking Propensity	.405	.817	Not Significant
Innovativeness Behavior	3.429	.180	Not Significant
Tolerance for an Ambiguity	1.998	.368	Not Significant
Self-efficacy	1.914	.384	Not Significant
Cognitive Traits			
Entrepreneurial Alertness	10.185	.006	Significant
Attitude Towards Entrepreneurship	.389	.823	Not Significant
Cognitive Style	.031	.985	Not Significant
Entrepreneurial Motivation	4.691	.096	Not Significant

Kruskal Wallis Test: *Significant at p-value<0.05

Based on Table 20 the p-values of need for achievement, locus of control, risk taking propensity, innovativeness behavior, tolerance for an ambiguity, self-efficacy, entrepreneurial alertness, attitude towards entrepreneurship, cognitive style and entrepreneurial motivation had p-values which are greater than 0.05.

Table 20. Significant Difference on the Entrepreneurial Characteristics when grouped according to Form of Business Organization

Personal Traits	Z- value	p-value	Interpretation
Need for Achievement	-1.216	.224	Not Significant
Locus of Control	-1.112	.266	Not Significant
Risk Taking Propensity	-.519	.604	Not Significant
Innovativeness Behavior	-1.105	.269	Not Significant
Tolerance for an Ambiguity	-.079	.937	Not Significant
Self-efficacy	-1.228	.220	Not Significant
Cognitive Traits			
Entrepreneurial Alertness	-.877	.380	Not Significant
Attitude Towards Entrepreneurship	-1.296	.195	Not Significant
Cognitive Style	-1.560	.119	Not Significant
Entrepreneurial Motivation	-.632	.528	Not Significant

Mann-Whitney U Test: *Significant at p-value<0.05

With this, it can be noted that when grouped according to the form of business organization, there was no difference in the entrepreneurial characteristics, both social and cognitive characteristics of the respondents. The finding has shown that the creation of a business organization is part of the preservation of business law. Once the employer establishes a company enterprise, it can be gleaned that they will be able to work through their psychological and cognitive.

Table 21 presents that need for achievement, locus of control, risk taking propensity, innovativeness

Table 21. Significant Difference on the Entrepreneurial Characteristics when grouped according to Type of Business

Personal Traits	Z – value	p-value	Interpretation
Need for Achievement	-.313	.754	Not Significant
Locus of Control	-1.788	.074	Not Significant
Risk Taking Propensity	-.676	.499	Not Significant
Innovativeness Behavior	-.890	.374	Not Significant
Tolerance for an Ambiguity	-.462	.644	Not Significant
Self-efficacy	-.585	.558	Not Significant
Cognitive Traits			
Entrepreneurial Alertness	-.698	.485	Not Significant
Attitude Towards	-.591	.554	Not Significant
Entrepreneurship			
Cognitive Style	-.327	.743	Not Significant
entrepreneurial motivation	-.692	.489	Not Significant

Mann-Whitney U Test: *Significant at p-value<0.05

behavior, tolerance for an ambiguity, self-efficacy, entrepreneurial alertness, attitude towards entrepreneurship, cognitive style and entrepreneurial motivation had p-values which are greater than 0.05 and interpreted as not significant. All the p-values of the mentioned entrepreneurial characteristics exceed the confidence level at 5 percent thus the researcher failed to reject the null hypothesis. Business type does not vary for any entrepreneur's personal traits and cognitive traits. Whether what the type of business they conduct, manufacturing or merchandising, each entrepreneur has common entrepreneurial characteristics towards its objectives. Choosing the right type of business can have long-lasting effects on how the business operates and how it produces income and prevents losses, and whether, given difficulties and variations in the personalities of the businessmen, it can increase its value.

Table 22. Significant Difference on the Entrepreneurial Characteristics when grouped according to Business Location

Personal Traits	X ² – value	p-value	Interpretation
Need for Achievement	28.532	.000	Significant
Locus of Control	95.412	.000	Significant
Risk Taking Propensity	6.492	.090	Not Significant
Innovativeness Behavior	10.657	.014	Significant
Tolerance for Ambiguity	3.631	.304	Not Significant
Self-efficacy	65.179	.000	Significant
Cognitive Traits			
Entrepreneurial Alertness	15.517	.001	Significant
Attitude Towards	4.140	.247	Not Significant
Entrepreneurship			
Cognitive Style	53.436	.000	Significant
Entrepreneurial Motivation	6.244	.100	Not Significant

Kruskal Wallis Test: *Significant at p-value<0.05

Table 22 shows the result of the test for significant difference on the entrepreneurial characteristics of the respondents when they were grouped according to the business location. Accordingly, there is a significant

difference in terms of need for achievement, locus of control, innovativeness behavior, self-efficacy entrepreneurial alertness and cognitive style. Result showed that those respondents from Bongabong have significantly higher need for achievement compared to Naujan and locus of control compared to Puerto Galera. Meanwhile, respondents from Pinamalayan have significantly higher self-efficacy compared to respondents from Bongabong. Also, respondents from Puerto Galera and Naujan have significantly higher entrepreneurial alertness compared to Bongabong while in contrary respondents from Bongabong have significantly higher cognitive style compared to Puerto Galera. Majority of new MSMEs are launched in areas where their entrepreneurs still reside, and the opportunities of success are relatively associated to their geographical location [29].

Table 23. Significant Difference on the Entrepreneurial Characteristics when grouped according to Years in Operation

Personal Traits	X ² – value	p-value	Interpretation
Need for Achievement	7.190	.066	Not Significant
Locus of Control	1.141	.767	Not Significant
Risk Taking Propensity	4.983	.173	Not Significant
Innovativeness Behavior	2.098	.552	Not Significant
Tolerance for Ambiguity	4.930	.177	Not Significant
Self-efficacy	2.720	.437	Not Significant
Cognitive Traits			
Entrepreneurial Alertness	2.919	.404	Not Significant
Attitude Towards	4.294	.231	Not Significant
Entrepreneurship			
Cognitive Style	1.976	.577	Not Significant
Entrepreneurial Motivation	7.189	.066	Not Significant

Kruskal Wallis Test: *Significant at p-value<0.05

Table 23 presents that personal traits in terms of need for achievement, locus of control, risk taking propensity, innovativeness behavior, tolerance for an ambiguity and self-efficacy had p-values equal to 0.07, 0.77, 0.17, 0.55, 0.18 and 0.44 respectively and interpreted as not significant. This means that their age does not vary on their personal traits. Similarly, assessment on their personal traits is the same regardless of the years in operation. The result also showed that p-values of entrepreneur's cognitive traits in terms of entrepreneurial alertness, attitude towards entrepreneurship, cognitive style and entrepreneurial motivation were all greater than 0.05 alpha level. Cognitive traits of entrepreneurs are the same regardless of years.

Table 24 shows the result of the test for significant difference on the entrepreneurial characteristics of the respondents when they were grouped according to the

number of employees. Based on the p-values of need for achievement, locus of control, risk taking propensity, innovativeness behavior, tolerance for an ambiguity, self-efficacy, entrepreneurial alertness, attitude towards entrepreneurship, cognitive style and entrepreneurial motivation had p-values which are greater than 0.05.

Table 24. Significant Difference on the Entrepreneurial Characteristics when grouped according to Number of Employees

Personal Traits	z – value	p-value	Interpretation
Need for Achievement	-.158	.874	Not Significant
Locus of Control	-.506	.613	Not Significant
Risk Taking Propensity	-.823	.410	Not Significant
Innovativeness Behavior	-.224	.823	Not Significant
Tolerance for Ambiguity	-.658	.510	Not Significant
Self-efficacy	-.223	.823	Not Significant
Cognitive Traits			
Entrepreneurial Alertness	-1.230	.219	Not Significant
Attitude Towards Entrepreneurship	-.028	.977	Not Significant
Cognitive Style	-1.166	.244	Not Significant
Entrepreneurial Motivation	-1.892	.058	Not Significant

Mann-Wihimey U Test: *Significant at p-value<0.05

With this, it can be noted that there was no variation on the entrepreneurial characteristics, both personal and cognitive traits, of the respondents when they were grouped according to the number of employees. There is an increasing need for businessmen to have managerial skills as an enterprise reaches a growth phase [20].

Table 25. Significant Difference on the Growth of MSMEs when grouped according to Age

Growth of MSMEs	X ² - value	p-value	Interpretation
Strategic Positioning	5.920	.116	Not Significant
Entrepreneurial Competencies	.427	.935	Not Significant
Access to Finance	8.039	.045	Significant

Kruskal Wallis Test: *Significant at p-value<0.05

The result on Table 25 showed that there is a significant difference in the growth of MSMEs in terms of access to finance when grouped according to age as denoted by the computed p-value of 0.045 which is less than 0.05 alpha levels. Result showed that those respondents aged 21-29 years old have significantly higher response on strategic positioning compared to those 30-39 years old. Studies showed that age has no significant impact on financial exposure [30], [31].

Based on findings in Table 26, growth of entrepreneurs in terms of strategic positioning, entrepreneurial competencies and access to finance had p-values equal to 0.80, 0.60 and 0.45 respectively and interpreted as not significant.

Table 26. Significant Difference on the Growth of MSMEs when grouped according to Sex

Growth of MSMEs	Z- value	p-value	Interpretation
Strategic Positioning	-.249	.803	Not Significant
Entrepreneurial Competencies	-.519	.604	Not Significant
Access to Finance	-.750	.453	Not Significant

Mann-Wihimey U Test: *Significant at p-value<0.05

This means that growth of MSMEs does not vary depending on the respondents' sex. Success of male and female SMEs has similar levels, despite those owners' strong business-related experience [32].

Table 27. Significant Difference on the Growth of MSMEs when grouped according to Marital Status

Growth of MSMEs	Z- value	p-value	Interpretation
Strategic Positioning	-.257	.797	Not Significant
Entrepreneurial Competencies	-.482	.630	Not Significant
Access to Finance	-.780	.435	Not Significant

Mann-Whitney U Test: *Significant at p-value<0.05

Table 27 result shows that there is no significant difference between the growth of respondents in terms of strategic positioning, entrepreneurial competencies and access to finance. The abovementioned growths had p-values equal to 0.80, 0.53 and 0.44. This means that growth of MSMEs does not vary when respondents were grouped according to marital status. It is presumably because the married ones as debtors will be more responsible and mature [23]. Regardless of the marital status of the respondents, their business growth won't differ.

Table 28. Significant Difference on the Growth of MSMEs when grouped according to Highest Educational Attainment

Growth of MSMEs	Z- value	p-value	Interpretation
Strategic Positioning	-2.285	.022	Significant
Entrepreneurial Competencies	-.001	.999	Not Significant
Access to Finance	-.202	.840	Not Significant

Mann-Whitney U Test: *Significant at p-value<0.05

Table 28 expresses that there is a significant difference in the growth of MSMEs in terms of strategic positioning when group according to highest educational attainment as denoted by the computed p-value of 0.022 which is less than 0.05 alpha level. Result showed that those respondents who are college undergraduate have significantly higher response on strategic positioning compared those college graduates. A research, which studied business survival variables, noticed that survivors were more likely to be college graduates than non-survivors [16].

Table 29. Significant Difference on the Growth of MSME's when grouped according to Form of Business Organization

Growth of MSMEs	Z- value	p-value	Interpretation
Strategic Positioning	-.082	.934	Not Significant
Entrepreneurial Competencies	-.323	.747	Not Significant
Access to Finance	-1.595	.111	Not Significant

Mann-Whitney U Test: *Significant at p-value<0.05

Result on Table 29 indicates that the growth of entrepreneurs in terms of strategic positioning, entrepreneurial competencies and access to finance had p-values equal to 0.80, 0.60 and 0.45 respectively and depicts not significant verbal interpretation. This means that growth of the respondents does not vary depending on the form of organization. According to the Small Business Administration, businesses usually change their legal structure due to the changes in its needs [33].

Table 30. Significant Difference on the Growth of MSMEs when grouped according to Type of Business

Growth of MSMEs	Z- value	p-value	Interpretation
Strategic Positioning	-.285	.775	Not Significant
Entrepreneurial Competencies	-.877	.380	Not Significant
Access to Finance	-.517	.605	Not Significant

Mann-Whitney U Test: *Significant at p-value<0.05

Based on the results of Table 30, the p-values of growth of the respondents in terms of strategic positioning, entrepreneurial competencies and access to finance were equal to 0.78, 0.38 and 0.61, respectively and interpreted as not significant. This means that the growths of the respondents do not vary depending on the type of business and that their assessment on their growth is the same regardless of the type of their business. The factors that affect the growth of a company are expanding of its product or service demands, leading first to its sales growth in the competition and consequently in investing additional production to familiarize to new market [8].

Table 31. Significant Difference on the Growth of MSMEs when grouped according to Business Location

Growth of MSMEs	X ² - value	p-value	Interpretation
Strategic Positioning	1.847	.605	Not Significant
Entrepreneurial Competencies	2.699	.440	Not Significant
Access to Finance	37.059	.000	Significant

Kruskal Wallis Test: *Significant at p-value<0.01

In Table 31, there is a significant difference on the growth of MSMEs when grouped according to business location as denoted by the computed p-value of less than 0,01 alpha level. Result showed that those respondents from Bongabong have significantly higher response on access to finance compared to those from Pinamalayan

and Puerto Galera. Entrepreneurs need to make a strategic decision about which state, city, and neighborhood the entrepreneur plans to engage in business. One of the factors that affect to firm access credit is the geographical proximity among creditors and customers [34].

Table 32. Significant Difference on the Growth of MSMEs when grouped according to Number of Years in Operation

Growth of MSMEs	X ² - value	p-value	Interpretation
Strategic Positioning	3.086	.379	Not Significant
Entrepreneurial Competencies	3.754	.289	Not Significant
Access to Finance	3.180	.365	Not Significant

Kruskal Wallis Test: *Significant at p-value<0.05

Based on the results on Table 32, the growth of the respondents in terms of strategic positioning, entrepreneurial competencies and access to finance had p-values equal to 0.38, 0.29 and 0.37 respectively. All of the p-values of the mentioned growths were greater than the confidence level at 5 percent, thus verbally interpreted as not significant. This connotes that the growth of the MSMEs does not vary depending on the number of years in operation. Regardless of how long the business survives, how an entrepreneur can ensure its business growth will not vary.

Table 33. Significant Difference on the Growth of MSMEs when grouped according to Number of Employees

Growth of MSMEs	z- value	p-value	Interpretation
Strategic Positioning	-.774	.439	Not Significant
Entrepreneurial Competencies	-.956	.339	Not Significant
Access to Finance	-.160	.873	Not Significant

Mann-Whitney U Test: *Significant at p-value<0.05

Table 33 shows that there is no significant difference on the growth of respondents in terms of strategic positioning, entrepreneurial competencies and access to finance. The abovementioned growths had p-values equal to 0.44, 0.34 and 0.87 respectively. This means that growth of the respondents does not vary when they were grouped according to the number of employees. Companies keep revenues, assets or a number of employees below a certain threshold. It must need to have a certain size which is a requirement for the companies to operate and take into account the market in which it operates [16].

Table 34 presents that there is a significant positive relationship between personality traits in terms of need for achievement and the growth of MSMEs in terms of strategic positioning and entrepreneurial competencies as denoted by the computed p-values

which are less than 0.01 alpha level.

Table 34. Significant Relationship between Entrepreneurial Characteristics and Growth of MSMEs

Personality Traits		Strategic Positioning	Entrep. Competency	Finance
Need for Achievement	r-value	.392(**)	.398(**)	-.052
	p-value	.000	.000	.382
Locus of Control	r-value	.077	.089	.153(**)
	p-value	.197	.134	.010
Risk Taking Propensity	r-value	.018	-.038	.119(*)
	p-value	.767	.523	.045
Innovativeness Behavior	r-value	-.227(**)	-.256(**)	.195(**)
	p-value	.000	.000	.001
Tolerance for an Ambiguity	r-value	.130(*)	.111	.123(*)
	p-value	.029	.062	.038
Self-efficacy	r-value	-.087	-.045	-.217(**)
	p-value	.145	.447	.000
Cognitive Traits				
Entrepreneurial Alertness	r-value	.491(**)	.406(**)	-.117(*)
	p-value	.000	.000	.049
Attitude towards Entrepreneurship	r-value	.408(**)	.442(**)	-.119(*)
	p-value	.000	.000	.044
Cognitive Style	r-value	.225(**)	.207(**)	.115
	p-value	.000	.000	.052
Entrepreneurial Motivation	r-value	.517(**)	.330(**)	.026
	p-value	.000	.000	.661

*Significant at p-value < 0.05

This signifies that those respondents who answered higher in needs for achievement are also those with higher response on strategic positioning and entrepreneurial competencies. Meanwhile, growth of MSMEs in terms of finance has significant relationship with locus of control (0.01), risk taking propensity (0.045), tolerance for ambiguity (.038) innovativeness behavior (.001) and self-efficacy (.000) as denoted by the computed p-values of less than 0.05 alpha level. Likewise, innovativeness behavior has also significant relationship with strategic positioning and entrepreneurial competencies while there is a negative relationship between finance and the cognitive traits in terms of entrepreneurial alertness and attitude towards entrepreneurship.

Proposed Entrepreneurial Growth Framework

Based on the proposed framework, strategic positioning, entrepreneurial competencies, and access to finance are the measure of entrepreneurial growth.

Entrepreneurial growth framework will provide both opportunities and means for entrepreneurs to become an entrepreneur's best version and for businesses not to be left behind. It generally expands an entrepreneur's frame of reference to include personal and cognitive characteristics in doing business so that awareness of the possibilities and opportunities around the business can be predicted and the fullest potential of business can be achieved. When adopted, the structure

can be a vital part of entrepreneurs and their businesses' growth, maturity, prosperity, and happiness.

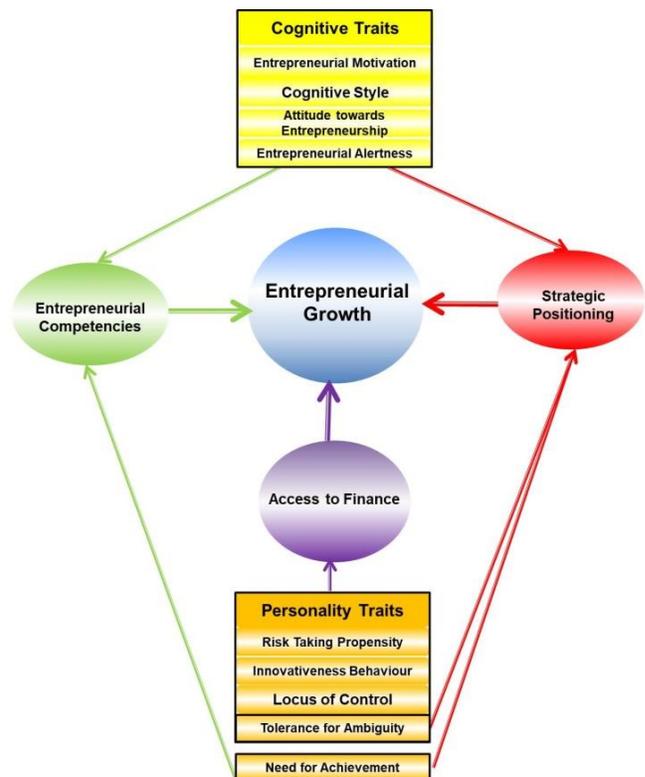


Figure 1. Entrepreneurial Growth Framework

CONCLUSION AND RECOMMENDATION

Majority of the respondents belong to the age bracket of 40-49 years old, male, married, and college graduate; and most businesses are single proprietorship, inclined to service, large number came from Puerto Galera, have an employee of not more than 9, and have an asset of up to ₱3,000,000. Entrepreneurs in the first class municipalities of Oriental Mindoro are highly characterized by need for achievement's personality trait and entrepreneurial alertness's cognitive trait while moderately characterized by locus of control, risk taking propensity, innovativeness behavior, tolerance for an ambiguity, and self-efficacy's personality traits, and attitudes toward entrepreneurship, cognitive style, and entrepreneurial motivation's cognitive traits.

The growth of micro, small, and medium enterprises in the first-class municipalities of Oriental Mindoro are highly influenced by strategic positioning and entrepreneurial competencies while moderately influenced by access to finance.

There is a significant difference on the locus of control to those entrepreneurs who are married, while

those who are college degree possessed entrepreneurial alertness; finally, entrepreneurs from Bongabong showed significantly high response in need for achievement, locus of control, and cognitive style, Pinamalayan in self-efficacy, while Puerto Galera and Naujan in entrepreneurial alertness.

Entrepreneurs from Bongabong with age 21-29 have significantly high response on the growth of micro, small, and medium enterprises in terms of access to finance while those entrepreneurs who are college undergrad have significantly higher response on strategic positioning.

Entrepreneurial alertness, attitudes toward entrepreneurship, cognitive style and entrepreneurial motivation positively relate to strategic positioning and entrepreneurial competencies. Meanwhile, need for achievement positively relates to both strategic positioning and entrepreneurial competencies while tolerance for ambiguity relates to strategic positioning and access to finance. Also positively related in access to finance are locus of control, risk taking propensity, and innovativeness behavior.

An entrepreneurial growth framework was proposed to enhanced and accelerate the growth of MSMEs in the first class municipalities of Oriental Mindoro.

It is recommended that Entrepreneurial characteristics of entrepreneurs can be enhanced by encouraging successful entrepreneurs to cooperate with each other and by providing networking events, consultation services to start-up entrepreneurs and free workshops. Strategic positioning may be accomplished by mentoring, providing information and resources in education, funding and marketing, and partnering with brand experts from other Philippine organizations to further improve product and service labeling, performance and other features. The government may allocate funds to enable entrepreneurs and start-up entrepreneurs to improve their entrepreneurial skills in a freeway. Strengthening MSME financing in Oriental Mindoro may be achieved through government assistance in facilitating access to financial assistance and other types of grants that allow the flow of finance to deserving businesses. The government may provide the entrepreneurs with shared service equipment and facilities openly and freely. Improved assistance may be provided to MSMEs to concentrate on brand building and provide incentives at trade fairs to showcase their products.

Infrastructure may be improved to increase the capacity of goods shipped by MSMEs, thereby generating wealth and enhancing living standards.

Government may offer comfort to MSMEs through a government-sponsored venture fund in the form of a co-investment or guarantee. Proposed entrepreneurial growth framework to enhance and accelerate the growth of MSMEs in Oriental Mindoro may be reviewed and adopted.

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