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Entrepreneurial approaches and values used by proprietors of Small Business Establishments

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Abstract

This study is focused on product planning, marketing, financing, human resources and, developing core competencies approaches and the core Filipino values on spirituality, moral, love, social, physical, intellectual and economic/self-sufficiency. This study used the descriptive – survey method because the study focuses on the present condition. The study used a statistical tool such as the percentage, ranking, mean, weighted mean, t-test, analysis

of variance and rho. The findings of the study reveal that majority of the entrepreneurs are females, married and college graduates. In a nutshell, the entrepreneurial approaches were sometimes used and the core national values were oftentimes used by the entrepreneurs. There is a significant relationship between the use of approaches and values when the entrepreneurs are group according to gender, civil status and educational attainment.

Keywords: Entrepreneurial approaches, Core Values, Small Business Establishment, Entrepreneurs

1. Introduction

An entrepreneur is an individual who undertakes the establishment and ownership of a business. Being entrepreneurial means behaving like an entrepreneur or having an entrepreneurial mindset. About one in three households is involved in a new venture or small business with fewer than 20 employees or sixty – two percent of these are home-based.

The entrepreneurs serve as models and examples, whose exposure, experience, and training in business management could encourage and inspire more people to invest their resources in business. This is because despite - the hardships and problems these entrepreneurs have encountered in product planning, marketing, financing, human resources, and in developing core competencies, they can survive tests and challenges in operating their business.

The Entrepreneurs of small businesses have managed to establish their enterprise and thanks to their commitment and belief in their products and services and the distinct national Filipino core values on spirituality, moral, social, physical, and intellectual which they have to cherish and shared with their clientele. These values are their guides as they pursue business transactions with their clients that are added to their management wares.

This study is aimed to identify and investigate the entrepreneurial approaches and values used by businessmen of small business

A good number of them have become successful entrepreneurs of small businesses, the continuous operation of their enterprising ventures is worthy of study and documentation.

2. Methods

This study used the descriptive survey method. This approach is appropriate because the study focuses on the present condition. The purpose is to find new truth. The truth may have different forms such as the increased quantity of knowledge, a new generalization of increased insights into factors, which are operating. The discovery of new casual relationships, a more accurate formulation of a problem to be solved, and any others. (Calmorin, 2008: 38).

The word survey signifies the gathering of data regarding present conditions. The descriptive – survey data, the basis for inferences that may aid in solving practical problems, has high value to the researchers rather than the principles and laws applied in experimenting in the laboratory.

The questionnaire contains scaled responses such as always, often, sometimes, seldom, and never with their corresponding numerical description. The sources of the questionnaire were revisions from several previous studies especially the study of

Artiaga, Ine Emilio, and Manalastas, Mechiline I on entrepreneurial approaches and values. The questionnaire was pre-tested to small businessmen who were not included as respondents in the actual study.

Meanwhile, weighted mean was used to determine the extent of the use of the approaches as perceived by the respondents and the Filipino national core values cherished and shared by them in terms of the variables in problems 2 and 4. Rho was used to testing the significant relationship between approaches and values. T-test was used to test the significant difference when the respondents were grouped in terms of gender.

Out of the 132 respondents, 64 were males and 68 were females who were involved in the study who were determined using the Slovin formula. The five entrepreneurial approaches such as product planning, marketing, financing, human resources, and core competencies and the core values in business and industry were spirituality, moral, love, social, physical, intellectual, economic/self-sufficiency.

3. Results and discussion

The Extent of the use of Approaches as Perceived by the Entrepreneurs

Product Planning: Table 1 shows that the extent of use of product planning approaches as perceived by the entrepreneurs. Ranked first was approach No.3 on “consider the customer preferences in their products/ services choice. It has a weighted mean of 3.81 which falls under the “oftentimes” category followed closely by approach No.4 on “listen to customer’s suggestions on how to maintain their loyalty.” With a weighted mean of 3.6 and a verbal description of “oftentimes”.

On the whole, product planning approaches were used “sometimes” as revealed by a composite mean of 3.31. These findings would imply the idea of Slancy and Mcquaid (Entrepreneurial Economics, 2000) that entrepreneurs composed of corporate managers were less profit-oriented and more product-oriented.

Table 1: Product planning approaches used by the respondents

Approaches	Weighted Mean	Verbal description	Rank
Consider aesthetic of the product	3.05	Sometimes	4
Consider cost and durability of the materials	3.12	Sometimes	3
Consider the customers’ preferences in their product/services choice	3.81	Oftentimes	1
Listen to customers suggestions on how to maintain their loyalty	3.60	Oftentimes	2
Conduct informal interviews with customers	2.98	sometimes	5
Composite Mean	3.31	sometimes	

Marketing Approach: The extent of use of marketing approaches as perceived by the entrepreneurs is shown in Table 2. A total of five approaches were included in the questionnaire from which the entrepreneurs checked those approaches they usually used in their business. Approach No.1 “on identify the needs and supply the needs of the customers,” registered as the highest marketing approach having a weighted mean of 3.46 which falls under the “oftentimes” category. The marketing approaches which fall under the oftentimes category. The marketing approaches which fall on the sometimes category is give discounts to customers; marked up equal to or lower than competitors; and monitor the competitors’ strengths and weaknesses

registered the weighted means of 3.00; 2.63; and 2.97, respectively. The Membership in the organizations obtained the lowest weighted mean of 1.83 and verbal description of seldom.

Furthermore, Table 2 shows the composite mean of 2.98 and with the verbal description of “sometimes”. It can be deduced that entrepreneurs of small business in Dumaguete City tend to be individualistic and are not interested in joining in organizations. It should be noted that in (International Marketing Management, 1996) considered this when he emphasized the familiarity of the cultural traits of any country of their location that may affect decision and cause certain problems.

Table 2: Marketing approaches used by the respondents

Approaches	Weighted Mean	Verbal Description	Rank
Identify the needs and provide the needs of the customer	3.46	Oftentimes	1
Give discounts to customers	3.0	Sometimes	2
Join in organizations	1.83	Seldom	5
Marked up equal to or lower than competitors	2.63	Sometimes	4
Monitor the competitors’ strengths and weaknesses	2.97	Sometimes	3
Composite Mean	2.98	Sometimes	

Financing Approach: Table 3 shows the extent of use of financing approaches. Ranked first was the approach No.3 on consider the impact of interest rates in borrowing. It has a weighted mean of 3.38, which falls under the “sometimes” category. The other three approaches were on financing. This was followed by avail business loans to finance my business with weighted mean of 3.3 and a verbal description of “sometimes”. Do simple business management and

borrow money from friends and family were sometimes used by the entrepreneurs the weighted mean of 3.05 and 2.98, respectively.

In view of this, it appeared that financial asset is the lifeblood of any business enterprise. Therefore, entrepreneurs of small business ventures availed of small business loans and at the same time considered their own savings to finance their business.

Table 3: Financing approaches used by the respondents

Approaches	Weighted Mean	Verbal description	Rank
Avail of business loans to finance my business	3.31	Sometimes	2
Do monthly transaction auditing	2.42	Seldom	5
Consider the impact of interest rates in borrowing	3.38	Sometimes	1
Do simple business management	3.05	Sometimes	3
Borrow money from family and friends	2.98	Sometimes	4
Composite Mean	3.0	Sometimes	

Human Resource Approach: Table 4 reveals the human resource approach used by the entrepreneurs. Topping the list of approaches was approach No.4 on “hire employees with pleasing personality,” with a weighted mean of 4.26, which means “always”. Second was the hiring of honest employees having a weighted mean of 4.19, marked as “oftentimes”. The third approach in the rank was “hold my employees in high esteem” with a weighted mean 3.17, rated as “sometimes”. The approach on “adopt participative

management”, registered a weighted mean of 2.83, with the verbal meaning “sometimes”. With the least employed approach was “implement the Labor Laws”, with a weighted mean of 2.45 which means “sometimes” used by the entrepreneurs. This shows that dignity of labor among the small business entrepreneurs where the rights of employees are not given so much respect such as double pay for services rendered during holidays.

Table 4: Human Resource approach used by Entrepreneurs

Approaches	Weighted mean	Verbal Description	Rank
Adopt participative management	2.83	Sometimes	4
Implement the Labor laws	2.45	Sometimes	5
Hire Honest employees	4.19	Oftentimes	2
Hire employees with pleasing personality	4.26	Always	1
Hold my employees in High Esteem	3.17	Sometimes	3
Composite Mean	3.38	Sometimes	

Developing Core Competencies Approach: Shown in Table 5 is developing core competencies used by entrepreneurs. Out of the five approaches, two were sometimes used and three were seldom used. Approaches that were sometimes used were on “provide superior quality of products and services” with a weighted mean of 3.32, and “provide fast and efficient service” with a weighted mean of 3.9. The approaches in the seldom category was on “possess the best logistics” which a weighted mean of 2.38, and

“consider innovations.” With a weighted mean of 1.81. In a nutshell, developing core competencies approach was sometimes used by the entrepreneurs, as shown by a weighted mean of 2.62. The findings on developing competencies are not in line with the concept of Camposano about the entrepreneurial innovations in the Philippines when an entrepreneur uses the appropriate cultural dynamics of human relations.

Table 5: Developing Core Competencies approaches used by Entrepreneurs

Approach	Weighted Mean	Verbal Description	Rank
Provide fast and efficient service	3.09	Sometimes	2
Prioritize cost leadership offerings of goods/ product	2.38	Seldom	4
Provide superior quality of products and services	3.32	Sometimes	1
Possess the best Logistics	2.43	Seldom	3
Consider Innovation	1.81	Seldom	5
Composite Mean	2.62	Sometimes	

Table 6 present the summary data on business approaches used by entrepreneurs. Out of the five management areas, topping in the list is “human resources” which registered a weighted mean of 3.38. This means that human resource was sometimes used by entrepreneurs. Product planning was in the second rank followed by financing and marketing. Developing core competencies was the weakest approach used by entrepreneurs. As cited by Hitt, Ireland, and

Hoskisson (Strategic Management, 2003) successful entrepreneurs have a “passion for business” and are greatly “concerned with the discovery and exploitation of profitable opportunities.” Therefore, the approaches studied in the five management areas would be a big help for the success of the entrepreneurs of small business enterprises.

Table 6: Summary table on Business Approaches used by Entrepreneurs

Business Approaches	Composite Mean	Verbal Description	Rank
Product Planning	3.31	Sometimes	2
Marketing	2.78	Sometimes	4
Financing	3.00	Sometimes	3
Human Resource	3.38	Sometimes	1
Developing Core Competencies	2.62	Sometimes	5
Grand Mean	3.02	Sometimes	

Table 7: T-test result on Business Approaches when Entrepreneurs are grouped according to gender

Business Approaches	T-test Values		Decision	Conclusion 0.5
	Table Value	Computed		
1. Product Planning	2.306	0.857	Accept HO	Not Significant
2. Marketing	2.306	0.478	Accept HO	Not Significant
3. Financing	2.306	1.059	Accept HO	Not Significant
4. Human Resources	2.306	0.375	Accept HO	Not Significant
5. Developing Core Competencies	2.306	0.429	Accept HO	Not Significant
Mean	2.306	0.640	Accept HO	Not Significant

Table 7 cites T-test results on business approaches when grouped according to their gender. The t-test computed mean value is equal to .640 which is lesser than the tabular value of 2.3 at 0.05 level of significance. The decision is accepting the null hypothesis. Therefore, there is no

significant difference in the extent of the use of the approaches when the entrepreneurs are grouped according to their gender. This implies that regardless of gender the approaches of the entrepreneurs are relatively the same.

Table 8: T-test result on Business Approaches When Entrepreneurs are grouped according to civil status

Business Approaches	T-test Values		Decision	Conclusion 0.5
	t-table Value	t-Computed		
1. Product Planning	2.306	0.862	Accept HO	Not Significant
2. Marketing	2.306	0.483	Accept HO	Not Significant
3. Financing	2.306	1.039	Accept HO	Not Significant
4. Human Resources	2.306	0.394	Accept HO	Not Significant
5. Developing Core Competencies	2.306	0.388	Accept HO	Not Significant
Mean	2.306	0.633	Accept HO	Not Significant

Table 8 present the t-test results on business approaches when entrepreneurs are grouped according to their civil status. In general, the t-test computed value of 0.633 is lesser than the t-test tabular value of 2.306. therefore, accept

the null hypothesis, the difference is not significant. This implies that regarding of civil status, the approaches of the entrepreneurs are relatively the same.

Table 9: T-test result on Business Approaches when Entrepreneurs are grouped according to highest educational attainment

Business Approaches	T-test Values		Decision	Conclusion 0.5
	t-table	t-Computed		
1. Product Planning	2.306	0.881	Accept HO	Not Significant
2. Marketing	2.306	0.543	Accept HO	Not Significant
3. Financing	2.306	1.022	Accept HO	Not Significant
4. Human Resources	2.306	0.436	Accept HO	Not Significant
5. Developing Core Competencies	2.306	0.381	Accept HO	Not Significant
Mean	2.306	0.653	Accept HO	Not Significant

Table 9 shows the t-test results on business approaches when entrepreneurs are grouped according to their highest educational attainment. In general, the t-test computed of 0.653 is lesser than the t-test tabular value of 2.306. Therefore, the null hypothesis is accepted. There is no

significant difference in the extent of the use of the approaches when the entrepreneurs are grouped according to their educational qualification. This implies that regardless of educational qualifications, the approaches are relatively the same.

Table 10: Spiritual and moral values used by the respondents

Values	Weighted Mean	Verbal Description	Rank
1. Faith in God even in times of crises.	5.00	Always	1
2. Love of God in terms of devoted service to others.	4.37	Always	2
3. Belief in a supreme being.	4.23	Always	3
4. Worth use by God's gift of wisdom and love.	4.15	Oftentimes	4
Composite Mean	4.44	Always	

Table 10 shows the moral and spiritual values by the entrepreneurs. From the respondents' point of view regarding spiritual and moral values item 1, Faith in God ranked first with a weighted mean of 5.00 whereas item 4, Worthy use of God's gift of wisdom and love ranked the

lowest with a weighted mean of 4.15. This implies that the respondents have strong belief and faith with God. They live a life where God is the central focus even in times of crisis and personal problems.

Table 11: Values on love used by the respondents

Values	Weighted Mean	Verbal Description	Rank
1. Integrity/Honesty	4.00	Oftentimes	2
2. Personal Discipline	3.40	Sometimes	3
3. Self-worth/self-esteem	3.38	Sometimes	5
4. Charity	3.39	Sometimes	4
5. Friendship	4.15	Oftentimes	1
Composite Mean	3.66	Oftentimes	

Table 11 presents the values on love used by the respondents. In the values of love, item on friendship obtained the highest weighted mean of 4.15 described as “oftentimes”, while self-worth/self-esteem got 3.38 described as “sometimes”. This data can be gleaned to the

fact that the respondents have developed love at home, school and community. Since they have love in them, they are happy and above all they have more friends. Whereas self-worth and self-esteem are not well developed and instilled in the lives of the respondents

Table 12: Social responsibility values used by the respondents

Values	Weighted Mean	Verbal Description	Rank
1. Popular Participation	3.91	Oftentimes	1
2. Respect	3.78	Oftentimes	2
3. Concern for Others	3.39	Sometimes	3
4. Equality	3.34	Sometimes	4
5. Social Justice	3.32	Sometimes	5
6. Peace/Non-violence	3.25	Sometimes	6
Composite Mean	3.50	Oftentimes	

Table 12 reveals the social responsibility values used by the respondents. Of the six items in Social Responsibility values, Popular participation obtained the highest rank with a weighted mean of 3.91 with a verbal description as “oftentimes” while item on Peace/Non-violence got the

lowest rank with a weighted mean 3.25, with verbal description of “sometimes”. This suggests that the respondents do take into account living with them with popular participation not only to a few but have open doors to all.

Table 13: Health/Harmony with nature used by the respondents

Values	Weighted Mean	Verbal Description	Rank
1. Physical Fitness	3.89	Oftentimes	2
2. Cleanliness	4.00	Oftentimes	1
3. Beauty	3.42	Oftentimes	4
4. Art	3.43	Oftentimes	3
Composite Mean	3.69	Oftentimes	

Table 13 registers the healthy/harmony with nature values used by the respondents. The table above revealed the values on Cleanliness on the highest rank with a weighted mean of 4.00 described as “oftentimes” and Beauty got the lowest rank with a weighted mean of 3.42 described as “oftentimes”. The value of cleanliness begins at home, not

only with parents as examples, but also with upbringing of the children. In school, teachers serve as models. Thus, the respondents have developed in them such values, having a life in dynamic harmony with nature while they lack appreciation to beauty, which means that these values are not well developed in them.

Table 14: Knowledge/Truth values used by the respondents

Values	Weighted Mean	Verbal Description	Rank
1. Desire to learn	3.31	Sometimes	4
2. Reasoning	3.38	Sometimes	2
3. Creative/Critical Thinking	3.36	Sometimes	3
4. Judgement	4.22	Always	1
Composite Mean	3.57	Oftentimes	

Table 14 shows the knowledge/ truth values used by the respondents.

In terms of knowledge and truth values, the item on judgement got first with a weighted mean of 4.22 with a verbal description “always” and desire to learn ranked fourth with a weighted mean of 3.31 described as

“sometimes”. To make judgment is not an easy task. This requires a higher level of thinking. Thus, the result can be attributed to the proper development of such values in the respondents. On the other hand, the desire to learn is not well manifested by the respondents.

Table 15: Economic/Self-Sufficiency values used by the respondents

Values	Weighted Mean	Verbal Description	Rank
1. Work Ethics	3.69	Oftentimes	3
2. Self-reliance	3.45	Oftentimes	4
3. Productivity	3.88	Oftentimes	2
4. Entrepreneurship	4.25	Always	1
Composite Mean	3.82	Oftentimes	

Shown in Table 15 are the Economic/Self-Sufficiency Values used by the respondents in their business operations. The data indicated that Entrepreneurship ranked first in the economic/self-sufficiency values with a weighted mean of 4.25 described as “always”, while Self-reliance got the lowest rank with a weighted mean of 3.85 described as “oftentimes”. From the findings, it can be deduced that the respondents have put emphasis and importance to

entrepreneurship, probably they have developed the knowledge and skills to run for business. To engage in small business, they must have possessed positive attitudes in life, such that they have other values learned to go through this type of endeavor such as human relations or pakikipagkapwa-tao and perseverance or pagtitiyaga to succeed.

Table 16: Summary Table on Values Used by the Respondents

Values	Weighted Mean	Verbal Description	Rank
1. Spiritual and Moral	4.44	Always	1
2. Love	3.66	Oftentimes	4
3. Social Responsibility	3.50	Oftentimes	6
4. Health/Harmony with Nature	3.69	Oftentimes	3
5. Knowledge/Truth	3.57	Oftentimes	5
6. Economic/Self-Sufficiency	3.82	Oftentimes	2
Composite Mean	3.78	Oftentimes	

Table 16 provides the over-all results of the core values. Of the six core values Spiritual and Moral values ranked first with a composite mean of 4.44 and with a verbal description of “always”. Meanwhile, Social Responsibility ranked sixth with a composite mean of 3.50 and with a verbal description

of “oftentimes”. Along this line, it can be deduced that the respondents have developed love of God, and faith in God. They are God fearing people and they consider these points in running a business and in order for them to succeed in their entrepreneurial pursuits.

Table 17: T-test results on values used by the Entrepreneurs when grouped according to gender

Values	T-test Values		Decision	Conclusion £=0.5
	Table Value	Computed		
1. Spiritual and Moral	2.447	0.105	Accept HO	Not Significant
2. Love	2.306	0.038	Accept HO	Not Significant
3. Social Responsibility	2.228	0.028	Accept HO	Not Significant
4. Health/Harmony with Nature	2.447	0.017	Accept HO	Not Significant
5. Knowledge/Truth	2.447	0.050	Accept HO	Not Significant
6. Economics/Self-Sufficiency	2.447	0.235	Accept HO	Not Significant
Mean	2.447	0.079	Accept HO	Not Significant

Table 17 shows the T-test results on values when the entrepreneurs are grouped according to gender. In general, the T-test computed value is lesser than the T-test tabular value. The decision is accepted null hypothesis

Therefore, there is no significant difference on values used by entrepreneurs when they are grouped according to gender. This implies that regardless of gender the values of the entrepreneurs are relatively the same.

Table 18: T-test results on values used by the Entrepreneurs when grouped according to civil status

Values	T-test Values		Decision	Conclusion £=0.5
	Table Value	Computed		
1. Spiritual and Moral	2.447	0.110	Accept HO	Not Significant
2. Love	2.306	0.045	Accept HO	Not Significant
3. Social Responsibility	2.228	0.025	Accept HO	Not Significant
4. Health/Harmony with Nature	2.447	0.025	Accept HO	Not Significant
5. Knowledge/Truth	2.447	0.041	Accept HO	Not Significant
6. Economics/Self-Sufficiency	2.447	0.261	Accept HO	Not Significant
Mean	2.447	0.095	Accept HO	Not Significant

Table 18 reveals the T-test on values used by entrepreneurs when they are grouped according to Civil Status. In general, the t-test computed is lesser than the t-test tabular value. The

decision is accepted null hypothesis. The difference is not significant. This implies that regardless of civil status the values of the entrepreneur are relatively similar.

Table 19: T-test results on values used when Entrepreneurs are grouped according to highest educational attainment

Values	T-test Values		Decision	Conclusion α=0.5
	Table Value	Computed		
1. Spiritual and Moral	2.447	0.110	Accept HO	Not Significant
2. Love	2.306	0.032	Accept HO	Not Significant
3. Social Responsibility	2.228	0.020	Accept HO	Not Significant
4. Health/Harmony with Nature	2.447	0.026	Accept HO	Not Significant
5. Knowledge/Truth	2.447	0.046	Accept HO	Not Significant
6. Economics/Self-Sufficiency	2.447	0.241	Accept HO	Not Significant
Mean	2.447	0.063	Accept HO	Not Significant

Revealed on Table 19 are the results of the t-test on values used when the entrepreneurs are grouped according to highest educational attainment. In general, the t-test computed value is lesser than the t-test tabular value. The

decision is to accept null hypothesis. The difference is not significant. This implies that regardless of educational attainment, the values of the entrepreneurs are similar.

Table 20: Correlation on the use of approaches when the Entrepreneurs are grouped according to Gender, Civil Status and Educational Attainment

Values	Spearman rho Values Computed Tabular	Decision	α=0.5
Gender	0.78 <i>High Relationship</i>	0.75	Reject, HO Significant
Civil Status	0.80 <i>High Relationship</i>	0.75	Reject, HO Significant
Educational Attainment	0.81 <i>High Relationship</i>	0.75	Reject, HO Significant

Gender

The computed Spearman rho on the use of approaches is 0.78, which denotes high relationship. The null hypothesis is rejected. The relationship is significant. This implies that regardless of sex, the use of the approaches by the entrepreneurs is relatively the same.

Civil Status

The computed Spearman rho on the use of approaches is 0.80, which denotes high relationship. The null hypothesis is

rejected. Thus, the relationship is significant. This implies that regardless of civil status the use of the approaches by the entrepreneurs is relatively the same.

Educational Attainment

The obtained Spearman rho on the use of approaches is 0.81. This means that both high school and college graduate have relatively similar perceptions on their use of approaches in business. Thus, the null hypothesis is rejected. The relationship is significant.

Table 21: Correlation on the use of values when the Entrepreneurs are grouped according to Gender, Civil Status and Educational Attainment

Values	Spearman rho Values Computed Tabular	Decision	α=0.5
Gender	0.73 <i>High Relationship</i>	0.71	Reject, HO Significant
Civil Status	0.86 <i>High Relationship</i>	0.71	Reject, HO Significant
Educational Attainment	0.79 <i>High Relationship</i>	0.71	Reject, HO Significant

Gender

The obtained spearman rho value is 0.73, which denotes high relationship. This means that the perceptions on the demonstration of the core Filipino value in business by both males and females were high. Thus, the null hypothesis is rejected. The relationship is significant.

Civil Status

The obtained Spearman rho value is 0.86, which denotes high relationship. This means that both single and married have the same perceptions on the use of values in business. Thus, the null hypothesis is rejected. The relationship is significant.

Educational Attainment

The obtained Spearman rho value is 0.79, which denotes high relationship. This means that both high school and college graduate have relatively the same perceptions on the use of values in business. Thus, the null hypothesis is rejected. The relationship is significant.

4. Conclusions

Based on the findings of the study, the following

conclusions are drawn to answer the specific questions cited in the statement of the problem

1. Majority of the entrepreneurs of small business in Dumaguete City are females, married and college graduates.
2. The extent on the use of the different approaches by the entrepreneurs is from seldom to always.
3. There is no significant difference on the extent of the use of the approaches when the entrepreneurs are grouped according to gender, civil status, and educational attainment.
4. The extent on the use of the Filipino values by the entrepreneurs is from oftentimes to always.
5. There is no significant difference on the extent of the use of each national values when the entrepreneurs are grouped according to gender, civil status and educational attainment.
6. There is no significant relationship on the use of the approaches and values when the entrepreneurs are grouped according to gender, civil status and educational attainment.

Based on the conclusions, it is recommended that the

entrepreneurs should join organizations in order to improve their approaches in marketing. Also, they should make a monthly audit of the business transactions at least once a month. To improve core competencies, the entrepreneurs should prioritize cost leadership offerings of goods/services, possess the best logistics and consider innovations.

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