

Evaluation of Managers' Entrepreneurial Skills and Their Impact on Organizational Productivity in Selected Retail Stores in Bulacan, Philippines

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Abstract

The comparative study between managers' entrepreneurial skills and organizational productivity perceives a situation as fair when they obtain equivalent results for similar inputs, following the equity idea. The study assessed the managers' entrepreneurial skills concerning the organizational productivity of selected convenience stores in Bulacan and used correlation with a descriptive-quantitative design. Findings revealed that there were more females, 51.0 percent, more were in the age range from 14 to 60 years old, with 58.0 percent, in the married category, with 60.0 percent, with educational attainment of College Graduates, with 48.0 percent, and in line managers, with 52.0 percent. Data showed that the average mean of all work performance factors was 3.47 (SD = 0.52), indicating high skill. The organizational productivity has an overall mean of 3.45 (SD = 0.51), with an interpretation of Very High Productive. This result will be guided by providing continuous service and implementing flexible working policies to accommodate themselves to competition, often applying different working statuses together to achieve targets.

Keywords: Managers' Entrepreneurial Skills, Organizational Productivity, Equity

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INTRODUCTION

Managers are typically responsible for overseeing specific departments or functions within an organization. Whether it is accounting, marketing, sales, customer support, engineering, or quality assurance, a manager either directly leads a team or supervises other managers who, in turn, lead their respective teams (F. John Reh, 2020).

On the other hand, an entrepreneur organizes, manages, and takes on the risks associated with running a business or enterprise (Suh, 2017). To be effective, a skilled manager must have the necessary knowledge and capabilities to complete the tasks required (Sutevski, 2021). Entrepreneurial skills enhance an organization's productivity, particularly when improving job performance. However, research on the entrepreneurial skills required for managerial success remains limited.

Small enterprises are generally seen as more flexible than larger companies, which focus on long-term strategic planning. Challenges related to the survival and growth of small businesses could be addressed by paying closer attention to essential managerial skills and the knowledge that small business owners need. When managers lack the skills to handle their responsibilities effectively, it can lead to various problems within the organization, such as poor working conditions, low employee morale, communication gaps, insufficient leadership, lack of empowerment, aimlessness, and conflict. These unproductive issues can jeopardize the organization's ability to thrive. Therefore, managers and organizations must remain focused on improving productivity and overcoming barriers to effective organizational performance.

The research suggests that a manager's entrepreneurial skills (MES) can significantly impact organizational productivity by developing diverse skills that foster business growth. This study explores how entrepreneurial skills, such as business management, teamwork, leadership, financial knowledge, critical thinking, strategic planning, and time management, affect an organization's performance. According to research conducted by the Center, several factors influence productivity, including strategic systems (planning, governance, and structure), talent systems (people and culture), and external systems (external influences and stakeholders).

This study examines how entrepreneurial skills influence managers' organizational job performance. Simply possessing entrepreneurial qualities is not enough for business managers to succeed—these qualities must be accompanied by other essential skills (Tarver, 2022).

Managers face various daily challenges and must constantly work to meet their organization's evolving needs and expectations. A manager must focus on effective communication and relationship-building with customers, employees, and stakeholders. By fostering these relationships, managers can enhance the organization's overall productivity (Tarallo, 2020). Ultimately, the goal is to explore the link between entrepreneurial skills and managers' job performance. While entrepreneurial qualities are important, they must complement other key skills for managers to succeed. Entrepreneurship involves creating new products and processes, expanding into new markets, and addressing overlooked social issues (Hosseini & Tajpour, 2020).

Moreover, one key to entrepreneurship success is having the necessary entrepreneurial skills. The ability to set up and run a business is crucial for driving social entrepreneurship, as many individuals struggle to develop the skills needed to start their businesses. Entrepreneurs often face limitations, and a lack of essential entrepreneurial skills is one of the leading causes of small businesses.

Entrepreneurial Value Creation Theory, the Theory of Entrepreneurial Competence, combines resources and opportunities, propelled by entrepreneurial intention, resulting in an entrepreneurial competence as a key source of value creation generated from within the Stage. Specifically, within the theory of Entrepreneurial Intentionality, entrepreneurial intention and adaptability, via the feasibility modulator, adjust and adapt entrepreneurial resources (Mishra, C.S. Zachary, R.K., 2014).

According to the Entrepreneurial leadership: A theoretical framework, Yusuf Esmer, DAYI Faruk. Mehmet Akif Ersoy Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi 2017.

Today, having just leadership or entrepreneurship qualities by business managers is not enough for the success of enterprises. Managers need to have both leadership and entrepreneurship qualities to be successful. At this point, the concept of entrepreneurial leadership emerges. Entrepreneurial leadership is a new and modern type that combines leadership qualities and the spirit of entrepreneurship. In addition, entrepreneurial leadership is creating new products, new processes, and expansion opportunities in existing businesses, working in social institutions, and dealing with ignored social issues, participating in social and political movements, contributing to the change of current services and policies implemented by civil society organizations and governments. In recent times, entrepreneurial leadership has become a new phenomenon in business management that needs to be discussed. This study emphasizes the importance of entrepreneurial leadership by examining the concept of entrepreneurial leadership within a theoretical framework (Esmer, 2017).

The entrepreneur advances to the effectuation multiplier, which deploys entrepreneurial resources to reconfigure the entrepreneurial opportunity into entrepreneurial competence, leading to the productive organization. This iterative process can also initiate from the intention input and cycle through this internal process between the feasibility modulator and the effectuation multiplier (Mishra, C.S. Zachary, R.K., 2014).

The independent variables include the demographic profile of the respondents and the Manager's Entrepreneurial Skills (MES). The demographic profile of the respondents will consider sex, age, marital status, education, and designation. The Manager's Entrepreneurial Skills will include business management, teamwork and leadership, customer service, financial management, critical thinking, strategic thinking, planning, time management, and organizational skills.

The Journal of Arts, Science and Commerce 2012 states that transformational leadership is implemented when leaders broaden and elevate their subordinates' interests and generate awareness and acceptance of the group's tasks and mission. This also happens when a leader creates the need within subordinates to look beyond their self-interests for the good of others.

LITERATURE STUDIES

This chapter presents related literature and studies about the influence of managers' entrepreneurial skills on organizational productivity in selected convenience stores in Bulacan, Philippines. The presentation is categorized into a thematic form following the study's variables, such as managers' entrepreneurial skills and organizational productivity.

Manager's Entrepreneurial Skills

An organization's productivity should be managed effectively by its managers, who must possess entrepreneurial skills to sustain organizational productivity. Managers generally play a crucial role in specific organizational functions or areas. Today, a metric is used to gauge an organization's productivity quality. Evaluating managers' entrepreneurial skills can significantly impact their organizational productivity. With these skills, managers can maintain successful project teams and enhance their leadership and communication abilities for a thriving organization (Herrity, 2020).

Business management skills focus on enhancing organizational productivity by equipping individuals to manage and run a business or brand. Developing these skills can involve building one's ability to multitask, delegating responsibilities to deputies, and making decisions about the health and appropriateness of one's organization (Herrity, 2020).

Teamwork and leadership skills focus on organizational productivity by taking on leadership roles and working as a team. Being an owner or manager of a business typically requires acting as both a supervisor and a team member, and you need to rely on practical leadership skills to motivate your team to perform their tasks effectively and productively (Herrity, 2020).

Financial skills focus on how managers can manage a company's finances, which is crucial to running a business. You may hone your financial management by collaborating with a financial planner, reading financial manuals, and using financial software to organize and track your firm's financial operations (Herrity, 2020). In addition, it is critical to comprehend individuals' financial literacy levels and the extent to which their financial understanding influences their financial decision-making. A person's degree of financial literacy is a crucial determinant of their ability to make financial decisions. Financial literacy, as defined by the Organisation for Economic Co-operation and Development (OECD), is the ability to make sound decisions in various financial contexts, to enhance one's own and society's financial well-being, and to enable participation in the economy. Financial literacy encompasses the knowledge and understanding of financial concepts and risks. Therefore, the term "financial literacy" refers to both financial knowledge and behavior, and this essay will examine research on both subjects (Lusardi, 2019).

Critical thinking skills focus on the analytical and critical thinking abilities essential for enhancing overall business skills. Viewing issues, circumstances, projects, and operations from various angles can aid in making decisions and solving problems. Critical thinking abilities may also be necessary for strategic planning and evaluating current methods to modify or improve business strategies as needed (Herrity, 2020).

This research will advance the fundamental entrepreneurial competencies and their interdependencies. It is becoming increasingly apparent that encouraging entrepreneurship requires developing entrepreneurial competencies. In the context of various industries, geographic locations, and national contexts, studies to date have emphasized different entrepreneurial competencies. However, there has not been much agreement among students, academics, and entrepreneurs regarding the relative importance of key entrepreneurial abilities and their interdependencies (Zadeh, M., Hogan, M., O'Reilly, J., 2016).

Strategic thinking and planning skills focus on the ability to think critically, which can also be applied to strategic thinkers. The strategic planning abilities created by entrepreneurs were likely utilized to help successful brands and companies develop growth and development plans. Planning is essential for being a successful entrepreneur, and the ability to think strategically can assist you in finding ways to outperform your rivals, expand your market, or implement practical plans to achieve your objectives (Herrity, 2020).

Furthermore, organizations must undertake challenging tasks to continue their ongoing battle to maintain or enhance competitiveness while responsibly assuming their leadership role in mitigating human activity's adverse social and environmental impacts. This is because sustainability is essential for societal development. Alongside the scarcity of sustainable management models in the specialized literature, small businesses encounter an even larger obstacle in planning and operationalizing the necessary activities to transform themselves into sustainable organizations. This research aimed to develop the Sustainable Strategic Management - GES - management paradigm. To create an integrated model that permits minor adjustments, well-established conceptual frameworks such as Strategic Management, Triple Bottom Line, and Balanced Scorecard were utilized (Barbosa, M., Castaneda-Ayarza, J.A., Lombardo Ferreira, D.H., 2020).

Time management skills: Successful entrepreneurs must manage their time effectively. This is because Time is money, time is life, and entrepreneurship opportunities have a time limit. Time management is crucial for business success, and self-management is critical for effective time management. The key to using time effectively is through better management. Entrepreneurs achieve better time management through time budgeting (Osemeke, 2012).

Organizational Productivity

This is an important aspect to be measured in work organization, and overall, it has now become a significant indicator of organizational performance in numerous management areas. In reality, performance based on an absolute value or relative judgment may reflect overall

organizational performance. Effective productivity of any organization intensely depends on the performance of its employees; therefore, the employee competency level is inevitable in the organization and should not be overlooked or demoralized (Janes, 2018).

A strategic system focuses on setting your goals for your business targets and developing an action plan to reach them. This involves reviewing your daily operations and asking where your business is headed and what its priorities are. Making an active decision to expand a business or join a new venture means accepting the risks or barriers that come with it. Spend time identifying the exact level at which you want to take your business and how to get there, and then this should help you reduce and manage risks. Planning and strategy formulation become more complex as your business grows or encounters challenges, sustains growth, and helps keep the business developing. Start to collect and analyze a wide range of data about your business venture and how it operates internally and externally in the current and potential markets. Implementing holistic planning will build better results and direction for the business endeavor, and setting effective channels among teams dramatically improves the chances of the success of your overall business strategy (Szopik, 2016).

Planning involves using budgets to develop financial forecasts, including cash, sales, operational, capital, and strategic budgets. Planning is an important function of business management, and budgets are the Primary planning tool used in most organizations. Planning was one of the two primary management accounting aspects that improved decision-making. These and other studies and literature point to the central role of planning and its impact on an organization's success (Brickman & Kim, 2015).

Governance and Structure governance is the system by which business are directed and controlled the governance structure specifies the distribution of rights and responsibilities by doing this, it also provides the structure through which the company objectives are set, and the means of attaining those objectives and monitoring performance, governance term refers to the private and public institutions that include laws, regulations and the business practices which relationship between the corporate managers and the stakeholder. The processes and structure by which the business and affairs of the company are directed and managed are the governance system by which business corporations are directed (Oman, 2014).

A talent system is a continuous process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance. The primary purpose of the talent system is to create a motivated workforce that will stay with your company in the long run. The exact way to achieve this will differ from company to company. For your company to gain optimal results, you need a talent system strategy (Andreev, 2021).

People understand that the significance of having solid people skills goes beyond industry and profession. If you lead people, aspire to lead people, or work with a team, you must apply your people skills to achieve desired results. As an entrepreneur, only your people skills will help convince your team that your vision for your start-up can be made tangible. Every entrepreneur or potential entrepreneur must know that diplomacy and respect are crucial for individual and corporate success (Zenbusiness, 2021).

Entrepreneurial culture has been defined as the attitude, values, skills, and power of a group or individuals working in an institute or an organization to generate income. One must notice that while considering entrepreneurial culture in an organization, innovation is one of the most important elements for its growth and success, so research on the subject is specifically needed in the entrepreneurial context (Kang, Matusik, Kim, & Phillips, 2016). The basic purpose of this study is to measure the openness to change and self-efficacy effect on the entrepreneurial culture with a mediating role of creativity (Ali, 2019). A culture in which employees create and implement new ideas at work and suppress their interests to achieve organizational success (Montani & Boudrias, 2017). As discussed in the literature review, we measure entrepreneurial culture through innovative culture. Entrepreneurial culture defines how innovative an organization is (Ameisen, 2014).

Condition and external system, as important as productivity is to the continued economic development of the world, it is surprising that so little is known about measuring and managing them. Part of the problem may lie in the unit of analysis that the industry uses to measure productivity and, in failure, to recognize the complexity of the relationships between the individual worker's productivity and the organization's total performance. The body of research knowledge provides little help. Many micro studies of individual work behavior exist, but productivity is seldom comparable to that developed in industry. Organizational studies generally focus on the total performance of the organization. Still, even those centered on organizational productivity rarely attempt to disaggregate findings to the business unit, work group, or individual level systematically (Ruch, 2018).

External Influences: This summarizes a statistical analysis to identify external factors closely correlated with system performance measures. According to the book of 21st-century operations, the objective was to identify these key external factors so that State and local agencies can include their corresponding external factor data in their performance monitoring and reporting efforts. Possibly influential external factors for which data was available regularly (Dadashova, Lasley, Koeneman, Tumer, 2022).

Stakeholders are people or groups with an interest, claim, or stake in the organization. Hence, stakeholders usually focus on the organization's performance and ensure it remains acceptable. Although stakeholders do not have any role in the organization's management, they influence organizational management (Satyendra, 2019).

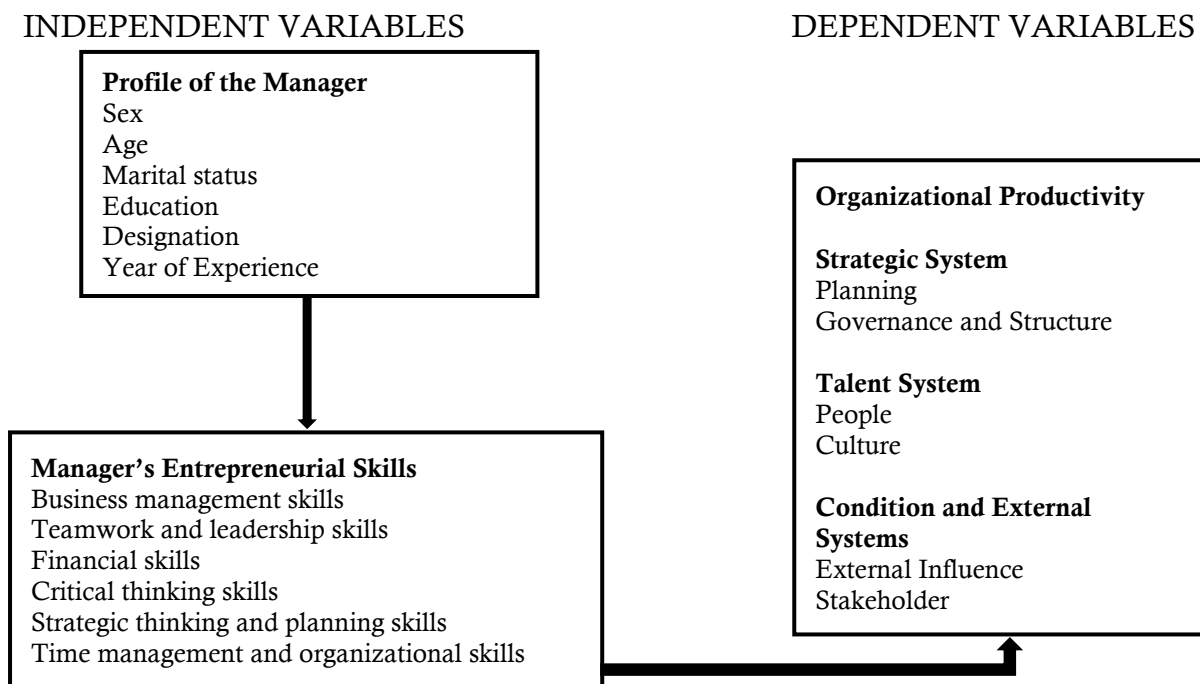


Figure 1. The Schematic Diagram of the Study

Statement of the Problem

The study examines how the Manager's Entrepreneurial Skills (business management, teamwork and leadership, financial, critical thinking, strategic thinking, planning, time management, and organizational skills) can influence the Organizational Productivity OP. By these skills, it is important to understand the external, internal, and motivational factors of being skilled Entrepreneurs. This knowledge was used to assess the managers' attitudes toward their Organizational Productivity OP. Specifically, the study aims to answer the following questions:

1. What is the profile of the managers of the respondents in terms of:
 - 1.1 Sex,
 - 1.2 Age,

- 1.3 Marital status,
- 1.4 Education,
- 1.5 Designation, and
- 1.6 Years of Experience?
2. What is the respondents' perception of the Managerial Entrepreneurial skills (MES) of their organizations' productivity in terms of:
 - 2.1 Business management skills;
 - 2.2 Teamwork and leadership skills;
 - 2.3 Financial skills;
 - 2.4 Critical thinking skills;
 - 2.5 Strategic thinking and planning skills; and
 - 2.6 Time management and organizational skills?
3. What is the MES to the organization's productivity in terms of:
 - 3.1 Strategic Systems (planning, governance, and structure);
 - 3.2 Talent System (people and culture); and
 - 3.3 Conditions and External Systems (external influences, stakeholders)?
4. Is there a significant difference in the levels of the manager's entrepreneurial skills, as assessed by the respondents of their organizational productivity, according to the manager's profile?
5. Is there a significant relationship between the levels of Managers' Entrepreneurial skills and organizational productivity?
6. Do the Managers' Entrepreneurial skills influence organizational productivity?
7. What problems in the manager's entrepreneurial skills affect organizational productivity?

Statement of Hypotheses

The following null hypotheses were tested at a 0.05 level of significance. The statistical tools used are the T-test, Pearson's R, and simple linear regression analysis.

H₀₁: There is no significant difference in the levels of the manager's entrepreneurial skills, as assessed by the respondents, in terms of their organizational productivity according to the manager's profile.

H₀₂: There is no significant relationship between the Managers' Entrepreneurial skills level and organizational productivity.

H₀₃: The assessment of the manager's entrepreneurial skills has influenced the organizational productivity.

METHODOLOGY

This chapter deals with the components of the research process applied in this study. Accordingly, the following topics are presented: the research design, research locale, sampling procedure, study respondents, research instrument, data gathering procedure, validity and reliability of research instrument scoring procedure, and statistical data treatment.

This study used the descriptive research method designed to gather information about the existing condition. This method involves collecting data to test a hypothesis or answer questions concerning the study subject's current status.

This study was conducted in a selected convenience store in Bulacan, Philippines. Bulacan is a second-class municipality in the Province of Bulacan. The researchers will help and give ideas to management to help them be more productive and innovative in motivating their employees.

The research uses purposive sampling, which involves selecting from a larger population to identify the Manager's Entrepreneurial Skills. The sample size of the respondents was given during the little defense. The researcher was given 100 respondents in Bulacan, Philippines, to

conduct their study. Quantitative research uses an emergent design that emerges during data collection.

In this study, the researcher used a questionnaire based on related studies. There were three parts to the questionnaire; the first part was the demographic profile of the respondents, which included the profile of managers according to sex, age, marital status, education, and designation. The second part of the questionnaire was the questions related to the manager's entrepreneurial skills, including teamwork and leadership skills, communication, and customer service skills, which the establishment's staff answered. The third was the interview guide questions for managers.

Initially, after acquiring all the formal permission that the researcher must acquire from Bulacan Philippines of the selected convenience store where the data will be collected, we will then look into gathering the data needed on the profile of managers according to sex, age, marital status, education, designation, and year of experience of the respondent. The research is allotting time to gather and compile all the data needed.

The reliability of the instruments was ensured by pre-testing the survey questionnaire on a sample of 100 respondents from another company. The pre-testing helped the researcher modify some questions and provide alternative answers—the modifications to the questionnaire after the pre-testing were used to collect the data.

The study will employ the four-point Likert scale to facilitate quantifying the responses to organizational productivity due to the manager's entrepreneurial skills in the selected Bulacan, Philippines, convenience store. Thus, for ease in analyzing and interpreting the weighted mean responses.

Scale for the Level of Managers' Entrepreneurial Skills

Table 1 presents the scoring and interpretation for analyzing the managers' entrepreneurial skills data. Descriptive responses from the indicators, strongly agree, agree, disagree, and strongly disagree, will be scored as 4, 3, 2, and 1, respectively. Mean score intervals are also indicated with their respective interpretations as very highly skilled, highly skilled, poorly skilled, and very poorly skilled.

Table 1. Scoring Procedure for the Level Managers' Entrepreneurial Skills

Score	Range of Means	Response	Interpretation
4	3.26 – 4.00	Strongly Agree	Very Highly Skilled
3	2.51 – 3.25	Agree	Highly Skilled
2	1.76 – 2.50	Disagree	Poorly Skilled
1	1.00 – 1.75	Strongly Disagree	Very Poorly Skilled

Scale for Organizational Productivity Level of Productivity

The scoring and interpretation in analyzing the data for organizational productivity at the level of productivity are presented in Table 2. Descriptive responses from the indicators, strongly agree, agree, disagree, and strongly disagree, were scored as 4, 3, 2, and 1, respectively. Mean score intervals are also indicated with their respective interpretation as very highly productive, highly productive, poorly productive, and very poorly productive.

Table 2. Scoring Procedure for Organizational Productivity Level of Productive

Score	Range of Means	Response	Interpretation
4	3.26 – 4.00	Strongly Agree	Very Highly Productive
3	2.51 – 3.25	Agree	Highly productive
2	1.76 – 2.50	Disagree	Poorly productive
1	1.00 – 1.75	Strongly Agree	Very poorly productive

RESULTS AND DISCUSSIONS

This chapter includes the presentation, analysis, and interpretation of the data gathered in the study. The presentation of data is based on the sequence of the problem presented.

The first part concerns the respondents' profiles regarding sex, age, marital status, education, designation, and years of experience.

The second part answers the questions related to the respondents' assessment of managers' entrepreneurial skills in terms of business management skills, teamwork and leadership, financial, critical thinking, strategic thinking, planning, time management, and organization skills.

The third part answers questions about organizational productivity regarding planning, governance, structure, people, culture, external influence, and stakeholders. Lastly, the relationship between the manager's entrepreneurial skills and organizational productivity is tested.

What is the demographic profile of the respondents in terms of:

- 1.1 Sex,
- 1.2 Age,
- 1.3 Marital Status,
- 1.4 Education,
- 1.5 Designation, and
- 1.6 Years of Experience.

Table 3. A significant difference in the Managers' entrepreneurial skills, as assessed by respondents of their organizational productivity, according to the profile of the managers

Profile of the Manager	Managers entrepreneurial skills								
	Business Management Skills			Teamwork and Leadership Skills			Financial Skills		
	t-value	p-value	Decision on HO	t-value	p-value	Decision on HO	t-value	p-value	Decision on HO
Sex	-25.417	.000	Rejected	-25.851	.000	Rejected	-26.037	.000	Rejected
Age	-23.183	.000	Rejected	-25.466	.000	Rejected	-24.105	.000	Rejected
Marital Status	-18.500	.000	Rejected	-19.206	.000	Rejected	-19.845	.000	Rejected
Education	-4.802	.000	Rejected	-5.067	.000	Rejected	-5.244	.000	Rejected
Designation	-11.583	.000	Rejected	-11.473	.000	Rejected	-11.341	.000	Rejected
Years of Experience	-26.862		Rejected			Rejected	-25.917	.000	Rejected

Profile of the manager	Managers entrepreneurial skills								
	Critical Thinking skills			Strategic thinking skills and planning skills			Time management and organizational skills		
	t-value	p-value	Decision on HO	t-value	p-value	Decision on HO	t-value	p-value	Decision on HO
Sex	-26.222	.000	Rejected	-25.983	.000	Rejected	-26.578	.000	Rejected
Age	-26.472	.000	Rejected	-24.795	.000	Rejected	-25.353	.000	Rejected
Marital Status	-22.285	.000	Rejected	-20.544	.000	Rejected	-21.198	.000	Rejected
Education	-6.181	.000	Rejected	-7.163	.000	Rejected	-6.293	.000	Rejected
Designation	-11.926	.000	Rejected	-12.530	.000	Rejected	-12.460	.000	Rejected
Years of Experience	-27.794	.000	Rejected	-29.727	.000	Rejected	-26.954	.000	Rejected

The table illustrates the organizational productivity of culture. The data revealed that the mean for the organizational productivity of Table culture is 3.49 with an SD of 0.51, or a "Very Highly Productive"

In line with this, the highest mean of the strategic thinking and planning skills is "Are you satisfied with the way performance reviews are conducted in the organization?" with a mean of 3.49 and an SD of 0.52, or "Very Highly Productive."

On the contrary, the lowest item is "Are you satisfied that the organization's work is positively impacting the employees?" It has a mean of 3.47 and an SD of 0.50, and it is "Very Highly Productive."

Is there a significant relationship between the level of managers' entrepreneurial skills and organizational productivity

Table 4. A significant relationship exists between the level of Managers' Entrepreneurial skills and organizational productivity.

Managers Entrepreneurial skills	Organizational Productivity		
	R	p-value	Decision on HO
	.574	.000	Rejected
Significant if P-value < 0.05			
Legend: Ho is rejected if significant			
HO is accepted if Not Significant.			

Table 5. Summary test of a significant relationship between the level of the Managers' Entrepreneurial skills and Organizational productivity

MANAGER'S ENTREPRENEURIAL SKILLS	ORGANIZATIONAL PRODUCTIVITY								
	Planning			Governance and Structure			People		
	r	p-value	Decision on HO	R	p-value	Decision on HO	R	p-value	Decision on HO
Business Management Skills	.540	.000	Rejected	.349	.000	Rejected	.411	.000	Rejected
Teamwork and Leadership Skills	.372	.000	Rejected	.255	.011	Rejected	.270	.007	Rejected
Financial Skills	.466	.000	Rejected	.359	.000	Rejected	.258	.010	Rejected
Critical Thinking Skills	.257	.000	Rejected	.149	.140	Rejected	.375	.000	Rejected
Strategic Thinking and Planning Skills	.228	.023	Rejected	.245	.014	Rejected	.332	.001	Rejected
Time Management and Organizational Skills	.233	.019	Rejected	.290	.003	Rejected	.301	.002	Rejected
MANAGER'S ENTREPRENEURIAL SKILLS	Culture			External Influences			Stakeholders		
	R	p-value	Decision on HO	R	p-value	Decision on HO	R	p-value	Decision on HO
Business Management Skills	.431	.000	Rejected	.501	.000	Rejected	.466	.000	Rejected
Teamwork and Leadership Skills	.183	.068	Rejected	.463	.000	Rejected	.287	.004	Rejected
Financial Skills	.392	.000	Rejected	.298	.003	Rejected	.450	.000	Rejected
Critical Thinking Skills	.230	.021	Rejected	.365	.000	Rejected	.281	.005	Rejected
Strategic Thinking and Planning Skills	.316	.001	Rejected	.327	.001	Rejected	.137	.174	Rejected
Time Management and Organizational Skills	.282	.005	Rejected	.449	.000	Rejected	.219	.028	Rejected

The study used a descriptive-correlational research design. It is descriptive because it assesses managers' entrepreneurial skills and organizational productivity in selected convenience stores in Bulacan, Philippines. It is also descriptive-correlational because it analyzes the relationship between managers' entrepreneurial skills and organizational productivity.

The study respondents came from Bulacan, Philippines, and had 100 managerial skills from the selected convenience store. The primary data was collected through the survey. The study assessed managers' entrepreneurial skills towards organizational productivity in selected convenience stores in Bulacan, Philippines. It investigated the manager's entrepreneurial skills (business management skills, teamwork and leadership skills, financial skills, critical thinking skills, strategic thinking and planning skills, time management and organizational skills) in the selected convenience store. The study also determined organizational productivity, such as

strategic system, planning, governance and structure, talent system, people, culture, external system, external influence, and stakeholders.

The percentage distribution of the respondents according to their sex revealed that out of 100 respondents, 59.0 percent were females, which obtained the highest percentage. The indicates that female leads the majority of respondents, according to age, it was dominated by 41 to 60 years old with 58.0 percent, according to years of experience 1 to 3 years is more relevant with 62.3 percent, In terms of marital status 60 percent is the highest which is the married and the lowest is 0.2 percent belonging to widowed participants, in terms of Educational Attainment, data show that participants at the college level are the highest in terms of educational attainment with 48.0 percent. On the contrary, the lowest is 1.0 percent, which belongs to participants at the Elementary Level. Regarding Designation, data show that the participants in the Line Managers category are 0.52 percent, and the lowest is 0.23 percent, which belongs to participants who are in the Top Managers category.

The respondent's assessment of the manager's entrepreneurial skills in business management skills revealed that the average mean is 3.46 with an SD of 0.53, or a "very highly skilled". The outcome may indicate that managers believed the business management skills provided by the entrepreneurial skills represented a very high standard of skill. Regarding teamwork and leadership skills, data revealed that the average mean is 3.46 with an SD of 0.52, or a "very highly skilled". The outcome demonstrates how the managers felt the entrepreneurial skills displayed a very high level of skill in observing this subscale of business management skills.

Data revealed that the average mean for financial skills is 3.49 with an SD of 0.52, or a "very highly skilled". This financial skills subscale examines the manager's entrepreneurial skills as a human. In terms of critical thinking skills, data revealed that the average mean for the respondents' assessment is 3.56 with an SD of 0.51, or a "very highly skilled." Strong agreement between managers' skills of this subscale and the delivery of critical thinking skills is demonstrated.

Regarding strategic thinking and planning skills, data revealed that the average mean is 3.6 with an SD of 0.54, or a "very highly skilled". This subscale on strategic thinking and planning skills examines the development of the manager's entrepreneurial skills. In terms of time management and organizational skills, data revealed that the average mean for the respondents' time management and organizational skills assessment is 3.64 with an SD of 0.59, or a "very highly skilled". Strong agreement between managers' skills of this subscale and the delivery of management and organizational skills is demonstrated.

The summary of the respondent's perception of the manager's entrepreneurial skills has an overall mean of 3.6 ($3.46 + 3.40 + 3.48 + 3.6 + 3.59/6$), SD = 0.53, and an interpretation of "Highly skilled," which implies further improvement, for it did not achieve the score of "4."

The respondents' organizational productivity distribution in terms of planning, governance, structure, people, culture, external influence, and stakeholders. The data revealed that the mean for the organizational productivity of planning is 3.37 with an SD of 0.54, or "Very Highly Productive."

Organizational productivity. The data revealed that the mean for the organizational productivity of governance and structure is 3.39, with an SD of 0.50, or "Highly Productive". The outcome for the people in organizational productivity is 4.55, with an SD of 0.49, or "Highly Productive". The organizational productivity. The data revealed that the mean organizational productivity of culture is 3.10, with an SD of 0.49, or "Highly Productive". The organizational productivity. The data revealed that the mean for the organizational productivity of external influence is 3.10, with an SD of 0.49, or "Highly Productive". Organizational productivity. The data revealed that stakeholders' mean organizational productivity is 3.10, with an SD of 0.49, or "Highly Productive". This is a summary of organizational productivity, with an overall mean of 3.26, SD = 1.2, and an interpretation of "Very Highly Productive."

This implies that organizational productivity on the overall mean needs improvement, as it did not achieve the highest score of "4."

The data shows that planning, people, and external influences significantly affect organizational productivity. This means the p -value is <0.05 . Therefore, we have to reject the null hypothesis.

The study's null hypothesis was rejected, considering the business management skills of the respondents. The study's null hypothesis was rejected considering teamwork and leadership skills, Financial Skills, critical thinking skills, strategic thinking and planning skills, time management, and organizational skills. The study's null hypothesis was rejected, considering the business management skills of the respondents.

CONCLUSION

The majority of the respondents were females, 41 to 60 years old dominated the age range, with 1 to 3 years of experience being more relevant, the majority were college level in their education, and more were married in status. The respondent's assessment of the manager's entrepreneurial skills was highly skilled. The productivity of time management and organizational skills was very high, rather than strategic thinking and planning skills. The manager's entrepreneurial skills had a significant positive relationship to organizational productivity, so the null hypothesis is rejected.

Based on the conclusion and significance of the study, the following recommendations are drawn. Managers can also use the results of our study to improve organizational productivity and continue the work on the relationship between entrepreneurial skills and controlling the business. Employee relations support these companies in encouraging the organization in their behaviors. Stakeholders can effectively have equal treatment within the organization, which helps to complete tasks within the organization. The study of community will benefit the members of the community by helping them understand entrepreneurial skills and organizational productivity. Local Government Units (LGUs) can be helpful to local government unit officers in planning and ordinances related to local businesses. Future researchers can add some variables not included in the study for further entrepreneurial skills and organizational productivity, which will contribute to their studies.

The study results will be helpful to entrepreneurs in their framework for organizational productivity, such as managers, employees' relations, stakeholders, the community, Local Governance Units, and future researchers. The study results were helpful to the managers by acknowledging the entrepreneurial skills and controlling the business. The results of the study will be beneficial to the organization in terms of individual behaviors. The study results showed that stakeholders can bring a company's project or organization to completion by providing valuable support, insight, and resources. The study results benefited the community members, especially regarding entrepreneurial skills and organizational productivity in Bulacan, Philippines. The study's findings were helpful to the local government unit officers in planning and implementing ordinances related to local businesses. The output of the study will be helpful to future researchers, especially in gathering data and information about managers' entrepreneurial skills and organizational productivity, which will contribute to their studies.

The study assessed managers' entrepreneurial skills regarding the organizational productivity of selected convenience stores in Bulacan, Philippines. The study was limited only to the profile of the manager of the respondents, the managers' entrepreneurial skills, and organizational productivity. The respondents' managers' profiles are limited to sex, age, marital status, education, and designation. The manager's entrepreneurial skills are limited to business management, teamwork and leadership, financial, strategic thinking and planning, time management, and organizational skills. Organizational productivity is only considered in terms of Strategic Systems (planning, governance, and structure), Talent Systems (people, culture), Conditions, and External Systems (external influences and stakeholders).

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