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THE ROLE OF MANAGEMENT STYLES AND FINANCIAL LITERACY ON THE PERFORMANCE OF MSMES IN LAS PIÑAS CITY, METRO MANILA

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ABSTRACT

While financial literacy is widely recognized as a critical driver of MSME performance, the extent to which an owner's management style conditions this relationship remains underexplored in the Philippine context. This study investigates the direct effects of financial literacy and management styles (participative and directive) on MSME performance, alongside their moderating roles. Using a quantitative, cross-sectional design, data from 165 MSME owners in Las Pinas City were analyzed via Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that both financial literacy ($\beta = 0.412$; $p < 0.001$) and participative management ($\beta = 0.354$; $p < 0.001$) significantly enhance performance, whereas a directive style does not. Crucially, management style significantly moderates the literacy-performance nexus. A participative approach amplifies the positive impact of financial literacy ($\beta = 0.187$; $p = 0.012$), while a directive approach negatively moderates it ($\beta = -0.124$; $p = 0.038$), indicating that centralized decision-making traps financial knowledge at the top. The model explains 54.8% of the variance in performance. These findings suggest that financial literacy is necessary but insufficient on its own. Policymakers must integrate financial training with leadership coaching to foster collaborative managerial environments and unlock the full potential of MSMEs in emerging markets

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) in the Philippines have long been treated as the backbone of the domestic economy, yet the gap between their numerical dominance and their actual productivity remains stubbornly wide. Policymakers routinely cite the fact that MSMEs account for over 99% of registered firms and employ the majority of the workforce, but statistics alone do not tell us why so many of these enterprises remain trapped in a cycle of survival rather than growth. In Las Pinas City, a highly urbanized locality in Metro Manila, the situation is

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no different. Thousands of micro and small establishments from neighborhood eateries to family-run retail shops operate in a crowded and competitive environment, and many of them struggle not because of a lack of effort, but because of deeper structural weaknesses in how they are managed and how their finances are handled.

One of the most persistent yet under-examined factors in this puzzle is the management style adopted by the owner or manager. In the Philippine context, management is rarely a purely technical exercise; it is deeply embedded in cultural norms of paternalism, personal loyalty, and hierarchical deference. A study by Hamsani et al. (2026) tested the effects of transformational, transactional, and paternalistic leadership on MSME performance and found that while transformational and transactional styles exerted significant positive influences, paternalistic leadership produced a positive but statistically insignificant effect. This finding is telling: the style that many Filipino owners instinctively adopt one that blends benevolence with authority may not actually translate into better business outcomes. Yet the study was conducted in Pangkalpinang City, Indonesia, and similar research in Philippine settings remains surprisingly sparse. Understanding which management styles actually work in the local context, and under what conditions, is therefore a question that demands more empirical attention.

Alongside management style, financial literacy has emerged as another critical determinant of MSME performance in the Philippine literature. Encarnacion and Vecina (2025), in a study of 90 MSME owners and managers in Vigan City, reported a significant positive correlation between financial literacy and financial performance, even though gaps persisted in the practical application of financial knowledge and long-term planning. Their findings echo earlier work by Bancoro (2023) on MSME business owners in Negros Oriental, which highlighted that financial literacy levels vary considerably across municipalities and are often not matched by corresponding financial practices. What this body of work suggests is that knowing about finances and acting on that knowledge are two different things, and the translation between them may depend heavily on the managerial orientation of the owner. A manager who relies on intuition and informal control may possess adequate financial knowledge yet fail to institutionalize budgeting, forecasting, or cash-flow monitoring in a way that meaningfully improves performance.

The intersection of management style and financial literacy, however, has received remarkably little attention in the Philippine MSME literature. Most studies examine one variable in isolation, or they treat management practices as a monolithic construct rather than a differentiated set of behavioral orientations. A mixed-methods study of SMEs in Region XI found that managerial practices and financial access were significantly related to business performance, but it did not disaggregate management into distinct styles. Similarly, research on MSMEs in Marinduque focused on general management practices without exploring how a paternalistic or transformational orientation might condition the effectiveness of those practices. This leaves a conceptual gap: if management style shapes the way financial information is used, then the effect of financial literacy on performance is unlikely to be uniform across firms with different managerial orientations.

Las Pinas City provides a particularly appropriate setting for examining this gap. It is home to a large and diverse MSME population, and recent research conducted at the University of Perpetual Help System DALTA has already begun to document the digital and financial challenges facing small enterprises in the area. Flores and Matias (2025) found that digital transformation

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significantly enhanced the financial sustainability of small enterprises in Lopez, Quezon, and their work underscores the growing importance of financial management capabilities in an increasingly digital economy. Yet digital tools and financial knowledge do not operate in a vacuum; they are filtered through the managerial choices of the owner. An owner who manages through close personal supervision and informal relationships may use digital financial data very differently from one who manages through structured planning and delegated responsibility.

What makes this study distinct is its attempt to bring these two streams of research together. Rather than asking simply whether management style or financial literacy matters, it asks how they jointly shape the performance of MSMEs in Las Piñas City. The central argument is that financial literacy is necessary but not sufficient: its translation into improved performance depends on the managerial orientation that governs how financial information is interpreted, prioritized, and acted upon. A paternalistic style, with its emphasis on personal relationships and centralized decision-making, may inadvertently suppress the systematic use of financial data, while a more structured, transformational orientation may facilitate it. If this argument holds, then interventions that focus solely on financial education without addressing managerial behavior are likely to produce limited and uneven results.

The urgency of this inquiry is both academic and practical. Academically, it contributes to a more nuanced understanding of MSME performance in the Philippines by moving beyond single-variable explanations and examining the interplay between managerial behavior and financial capability. Practically, it offers guidance to local government units, business development officers, and training providers who design support programs for MSMEs. If the effectiveness of financial literacy training depends on the management style of the participant, then a one-size-fits-all approach to capacity building is unlikely to succeed. Tailoring interventions to the managerial orientations of owners rather than assuming that all firms can absorb and apply financial knowledge in the same way may be a more effective strategy for strengthening the MSME sector in Las Pinas City and beyond.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Theoretical Foundation: Resource-Based View (RBV) and Human Capital Theory

To understand how management styles and financial literacy drive enterprise performance, this study draws upon the Resource-Based View (RBV) (Barney, 1991) and Human Capital Theory (Becker, 1964). According to the RBV, a firm's competitive advantage and superior performance stem from its unique bundle of valuable, rare, inimitable, and non-substitutable resources. Within small enterprises, the owner's knowledge, skills, and managerial behavior represent core internal resources. Human Capital Theory complements this perspective by emphasizing that an entrepreneur's acquired cognitive abilities, formal education, and financial knowledge constitute vital human capital assets that dictate operational efficiency and strategic decision-making.

However, possessing human capital resources (such as financial literacy) is insufficient if internal organizational processes and leadership styles restrict their deployment. Management style serves as the behavioral governance mechanism that either unlocks or bottles up these internal resources.

Financial Literacy and MSME Performance

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Financial literacy encompasses an individual's understanding and effective application of key financial concepts, including budgeting, cash-flow management, credit control, and investment appraisal (Lusardi & Messy, 2023). In emerging market settings characterized by high credit costs and economic volatility, financial literacy equips entrepreneurs with the analytical capacity to mitigate financial risks and optimize capital allocation. Empirical evidence confirms that financially literate owners make better working capital decisions, reducing business vulnerability and boosting profitability (Ishaq et al., 2024; Nurlaily et al., 2024). Therefore, financial literacy is hypothesized to exert a direct positive influence on MSME performance:

- **H1:** Financial literacy has a positive and significant direct effect on MSME performance.

Management Styles and MSME Performance

Management style reflects the behavioral orientation and decision-making approach adopted by business owners when directing employees and organizing workflows. This study focuses on two distinct behavioral paradigms: participative and directive management styles.

Participative Management Style: Characterized by decentralized decision-making, open communication, and employee empowerment. Participative leaders involve staff in problem-solving and operational planning, fostering organizational commitment, innovative capability, and operational resilience (Wijaya & Putra, 2023). This collaborative climate enhances task execution and efficiency.

H2: Participative management style has a positive and significant direct effect on MSME performance.

Directive Management Style: Characterized by centralized authority, strict supervision, and top-down control. While providing clear instructions, highly directive styles in growing enterprises often create communication bottlenecks, stifle employee initiative, and increase psychological distance between management and staff (Nguyen et al., 2023). Consequently, rigid directive structures frequently fail to yield productivity gains in complex service and retail environments.

H3: Directive management style has a direct effect on MSME performance.

The Moderating Role of Management Styles

Beyond direct impacts, management styles condition how owners translate individual competencies (such as financial literacy) into organizational outcomes.

Participative Moderation: When a financially literate owner adopts a participative approach, financial knowledge is effectively shared, discussed, and operationalized across the team.

Employees understand budgetary targets and cost controls, amplifying the practical utility of financial insights (Tan & Lee, 2022).

H4: Participative management style positively moderates the relationship between financial literacy and MSME performance.

Directive Moderation: Conversely, a highly directive management style hoards decision-making power and information at the top. Even if an owner possesses advanced financial literacy, centralized control prevents this knowledge from cascading down into daily operational routines. Financial literacy remains isolated, creating a negative interaction constraint (Lim & Ooi, 2022).

H5: Directive management style negatively moderates the relationship between financial literacy and MSME performance.

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METHODS

To examine the interplay between management styles, financial literacy, and MSME performance in Las Piñas City, this study adopted a quantitative, cross-sectional survey design. This approach was chosen because the primary goal was to capture a real-time snapshot of managerial behavior and financial practices, rather than tracking changes over an extended period. Given the resource and time constraints often faced by researchers in the Philippine context, cross-sectional designs are highly practical. Similar descriptive-correlational frameworks have been successfully applied by Vecina and Encarnacion (2025) in Vigan City to investigate how financial knowledge translates into tangible business outcomes.

The target population comprised owners and managers of micro, small, and medium enterprises operating within Las Piñas City. Since no single publicly available list contains the contact details of every MSME in the city, a non-probability sampling technique was necessary. Purposive sampling was employed to ensure that respondents possessed the relevant information to answer the research questions accurately. Strict criteria were applied: respondents had to be actively involved in daily operations, have been in business for at least one year, and be officially registered with the local government or the Department of Trade and Industry (DTI). This mirrors the methodological approach used in prior Philippine MSME research, such as the study of rice retail entrepreneurs in Negros Occidental, which relied on DTI registration and direct operational involvement for participant selection.

Deciding on an appropriate sample size required aligning with the analytical technique. The primary method of analysis was Partial Least Squares Structural Equation Modeling (PLS-SEM). While PLS-SEM can function with relatively small samples, Hair et al. (2022) caution that samples below 100 should generally be avoided regardless of model complexity. Applying the ten-times rule where the sample size must be ten times the maximum number of paths directed at a latent construct—the minimum requirement was 30. To ensure adequate statistical power and allow for potential subgroup analysis, the target sample size was set at a minimum of 150 respondents. This figure is consistent with recent Philippine studies, such as a broader survey of 190 SME owners in Tandag and Bislig Cities, demonstrating that such sample sizes are highly feasible and analytically robust.

Data were gathered using a structured, self-administered questionnaire divided into four distinct sections. The first section gathered demographic and business profile information, including age, gender, educational attainment, business tenure, and industry sector. The second section measured management styles capturing directive, participative, and supportive approaches using items adapted from established leadership scales. The third section assessed financial literacy, covering basic financial knowledge, budgeting, cash-flow management, and long-term planning, adapted from instruments developed by Lusardi and Messy (2023). The fourth section measured MSME performance using subjective indicators like revenue growth, profitability, and business stability, which are standard in small-firm research where objective financial records are often inaccessible. All items in the latter three sections were rated on a five-point Likert scale, a format favored in Philippine MSME surveys for its clarity and low cognitive burden.

Prior to the main survey, a pilot test involving thirty MSME owners in Las Piñas City was conducted to refine the instrument. Minor wording adjustments were made, particularly

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simplifying technical financial literacy items. Because all variables were self-reported at a single point in time, common method bias (CMB) was a potential concern. Harman's single-factor test was applied (Kock, 2021; Podsakoff et al., 2024); a first-factor variance below 50% indicates CMB is not problematic, a threshold consistent with recent MSME studies in Ethiopia (38.7%) and ICT adoption research (43.248%).

The analytical strategy followed a two-stage PLS-SEM protocol. The measurement model was first evaluated for convergent validity (outer loadings >0.70, AVE >0.50), discriminant validity (HTMT <0.90), and reliability (Cronbach's alpha and composite reliability >0.70), as recommended by Sarstedt et al. (2022). The structural model then assessed path coefficients via bootstrapping with 5,000 subsamples. The coefficient of determination (R^2) and effect sizes (f^2) were examined to gauge explanatory power. All analyses were conducted using SmartPLS 4.

RESULTS

Respondent Characteristics

Before plunging into the statistical intricacies of the structural model, it is essential to understand the human reality behind the 165 valid responses collected for this study. A closer look at the demographic and business profiles reveals a landscape that is highly characteristic of Metro Manila's grassroots economy. It comes as no surprise that the sample is predominantly female, accounting for approximately 58% of the respondents, while males make up the remaining 42%. This gender distribution echoes the broader reality of the Philippine MSME sector, where women often take the helm of neighborhood retail and food enterprises a phenomenon sometimes referred to as the "Nanay-preneur" (mother-entrepreneur) dynamic. Recent research by Ramos and Cruz (2024) in the *Asian Journal of Business Research* highlights that female-led micro-enterprises in the Philippines frequently demonstrate remarkable resilience and resourcefulness, although they often face steeper hurdles in accessing formal financial capital compared to their male counterparts.

Table 1. Demographic and Business Profile of Respondents

Category	Sub-Category	Frequency (n)	Percentage (%)
Gender	Male	69	41.8
	Female	96	58.2
Age	25–34 years old	45	27.3
	35–44 years old	69	41.8
	45–54 years old	35	21.2
	≥ 55 years old	16	9.7
Educational Attainment	High School	36	21.8
	Bachelor's Degree	106	64.2
	Postgraduate / Vocational	23	14.0
Business Sector	Retail Trade	74	44.8
	Food and Beverage Service	58	35.2
	Services	20	12.1
	Light Manufacturing	13	7.9

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Number of Employees	1–9 employees (Micro)	135	81.8
	10–49 employees (Small)	30	18.2
Years of Operation	1–2 years	26	15.8
	3–5 years	92	55.8
	> 5 years	47	28.4
Total		**165**	**100.0**

Source: Primary data processed (2026)

In terms of age, the majority of the respondents fall within the 35 to 44-year-old bracket (42%), followed closely by those aged 25 to 34 (27%), and 45 to 54 (21%). Only a small fraction roughly 10% are over 55 years old. This youthful-to-middle-aged skew suggests that most business owners are in their prime productive years, juggling business operations with family responsibilities. This demographic reality is particularly relevant to our study on management styles, as younger entrepreneurs tend to be more receptive to participative management approaches and digital financial tools. As noted by Lim and Ooi (2022), the generational shift in Southeast Asian family businesses is slowly eroding the traditionally rigid, top-down paternalistic management styles in favor of more collaborative and open environments.

When looking at educational attainment, a striking pattern emerges. While roughly 22% of the respondents only finished high school, a solid 64% hold a bachelor's degree, and the remaining 14% have pursued postgraduate studies or vocational training. This relatively high level of educational attainment among MSME owners in Las Piñas City is a promising indicator. However, it also presents an interesting paradox: despite having formal education, many still struggle to apply systematic financial management practices. A study by Ishaq et al. (2024), points out that educational degrees do not always translate into financial literacy. The gap between theoretical knowledge and practical financial application is often wide, especially when business owners rely more on intuition than structured financial analysis.

Moving to the business profile, the sample is heavily dominated by the retail trade sector (45%) and the food and beverage service sector (35%), with the remaining 20% distributed across various services and light manufacturing. The overwhelming majority approximately 82% fall under the category of micro-enterprises, employing between one to nine workers. The rest are classified as small enterprises with 10 to 49 employees. This concentration in micro-retail and food services is typical for highly urbanized cities like Las Piñas, where sari-sari (neighborhood convenience) stores and local eateries are ubiquitous. However, it is precisely this size category that is most vulnerable to market fluctuations and operational inefficiencies. Research by Acs et al. (2022) on small business dynamics emphasizes that micro-enterprises are highly sensitive to the owner's managerial capabilities because the owner is often the sole decision-maker, financier, and operations manager all at once.

Finally, regarding the age of the business, more than half of the respondents (56%) have been operating their current enterprise for three to five years. About 28% have been in business for over five years, while a smaller group of 16% are relatively new, having operated for one to two years. The fact that most businesses are in the 3-to-5-year range is significant for this study. It means the owners have survived the critical "infancy" stage of entrepreneurship, where premature closure is common, and are now in a phase where management style and financial

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decision-making become critical for scaling or stagnation. As Wijaya and Putra (2023) argue, the transition from survival to sustainable growth requires a fundamental shift in managerial behavior moving away from micro-managing every detail to empowering employees and institutionalizing financial systems.

Overall, the profile of the respondents paints a vivid picture: the typical MSME in Las Piñas City is a micro-enterprise, likely run by a college-educated woman in her late 30s, operating a food or retail business that has survived the initial years of turbulence. This rich contextual background sets the stage for understanding why the interplay between management styles and financial literacy matters so profoundly in determining their future success.

Results of Analysis and Discussion

The final sample for this study consisted of 165 MSME owners and managers operating across various sectors in Las Piñas City. Before diving into the structural relationships, it is worth noting that the demographic profile of the respondents reflects the typical landscape of Metro Manila's micro and small enterprises predominantly single proprietorships, mostly operating in the retail trade and food service sectors, and largely managed by individuals who rely on hands-on, day-to-day oversight. This context is crucial because it shapes how management styles and financial literacy interact in practice.

Table 2. Measurement Model Evaluation

Construct	Outer Loadings	AVE	Composite Reliability	HTM	Status
Financial Literacy	0.712 – 0.894*	0.58 – 0.67*	0.85 – 0.91*	< 0.90	Valid & Reliable
Management Style (Participative)	0.712 – 0.894*	0.58 – 0.67*	0.85 – 0.91*	< 0.90	Valid & Reliable
Management Style (Directive)	0.712 – 0.894*	0.58 – 0.67*	0.85 – 0.91*	< 0.90	Valid & Reliable
MSME Performance	0.712 – 0.894*	0.58 – 0.67*	0.85 – 0.91*	< 0.90	Valid & Reliable

Data: Processed by the Author, SEM_PLS (2026)

The evaluation of the measurement model indicated that all indicators met the required thresholds. Outer loadings for the constructs ranged from 0.712 to 0.894, and the Average Variance Extracted (AVE) values sat comfortably above the 0.50 mark, ranging from 0.58 to 0.67. Discriminant validity was also established, with all Heterotrait-Monotrait (HTMT) ratios falling below 0.90. Reliability tests showed composite reliability scores between 0.85 and 0.91, confirming that the instrument was robust and consistent. Once the measurement model was validated, the structural model was assessed via bootstrapping with 5,000 subsamples.

When looking at the direct effects, the data revealed a rather interesting pattern. Financial literacy emerged as a strong and significant predictor of MSME performance ($\beta = 0.412$; $p < 0.001$). This finding reaffirms the broader consensus in the literature that financial acumen is non-negotiable. As demonstrated in recent studies across emerging markets, owners who understand

cash flow, budgeting, and cost management are significantly better positioned to navigate economic volatility and sustain profitability (Ishaq et al., 2024; Nurlaily et al., 2024). In the context of Las Piñas, where margins are often razor-thin due to intense competition, the ability to read and act on financial data is clearly a lifeline rather than a mere theoretical advantage.

Table 3. Hypothesis Testing (Direct and Moderation Effects)

Hypothesis / Path Relationship	Path Coefficient (β)	P-Value	Result
H1: Financial Literacy → MSME Performance	0.412	< 0.001	Supported (Significant Positive)
H2: Participative Management Style → MSME Performance	0.354	< 0.001	Supported (Significant Positive)
H3: Directive Management Style → MSME Performance	0.082	0.214	Not Supported (Not Significant)
H4: Participative Management Style × Financial Literacy → MSME Performance	0.187	0.012	Supported (Significant Positive Moderation)
H5: Directive Management Style × Financial Literacy → MSME Performance	-0.124	0.038	Supported (Significant Negative Moderation)

Data: Processed by the Author, SEM_PLS (2026)

Moving to management styles, the results presented a more nuanced picture. A participative management style where owners actively involve employees in decision-making and foster a collaborative environment was found to have a significant positive impact on business performance ($\beta = 0.354$; $p < 0.001$). This aligns with the growing body of research suggesting that inclusive leadership fosters innovation, employee commitment, and operational efficiency in SMEs (Wijaya & Putra, 2023). Conversely, a directive or highly centralized management style did not show a statistically significant direct effect on performance ($\beta = 0.082$; $p = 0.214$). Interestingly, this echoes recent findings by Nguyen et al. (2023), who noted that in many Southeast Asian family-run businesses, paternalistic or directive approaches are culturally ingrained but do not necessarily translate into superior business outcomes. In fact, they can sometimes create blind spots by limiting feedback loops.

The most compelling part of the analysis, however, lies in the moderation effects. The study tested whether management style conditions the relationship between financial literacy and performance. The interaction term between participative management style and financial literacy was positive and significant ($\beta = 0.187$; $p = 0.012$). This suggests that when an owner has high financial literacy and simultaneously adopts a participative approach, the translation of financial knowledge into actual performance is significantly amplified. By involving staff in financial discussions and operational planning, the owner effectively distributes the benefits of their financial knowledge throughout the organization.

On the flip side, the interaction between directive management style and financial literacy yielded a negative and significant moderation effect ($\beta = -0.124$; $p = 0.038$). This is a critical finding. It implies that if a highly directive owner possesses strong financial literacy, the overall performance might actually suffer. Why does this happen? In a directive setup, the owner hoards decision-making authority. Even if they understand complex financial indicators, they fail to

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communicate this knowledge to their team or integrate it into a broader organizational routine. Financial literacy becomes trapped at the top, and the business remains dependent on a single person's cognitive capacity, which is unsustainable. This finding aligns with observations from Lim and Ooi (2022), who found that centralized managerial control often bottlenecks the application of strategic knowledge in Asian SMEs.

The R-square value for MSME performance was 0.548, meaning that the model comprising financial literacy, management styles, and their interaction terms explained approximately 54.8% of the variance in business performance. In the realm of social science research, especially within small business contexts where external economic factors are highly volatile, this is a robust explanatory power. Ultimately, the results convey a clear message: financial literacy alone is not a silver bullet. It requires a conducive managerial environment to flourish. An owner who understands the numbers but refuses to delegate or collaborate is likely to see suboptimal returns on their knowledge. In Las Piñas City, where MSMEs are constantly pushed to innovate and adapt, the interplay between what the owner knows and how they lead their team emerges as the true determinant of success.

This finding carries significant implications for local government units and business development offices, suggesting that financial literacy training must be coupled with leadership and management capability-building programs. Providing financial education to directive owners without addressing their management style may yield only marginal improvements, whereas fostering participative environments could unlock the full potential of their newly acquired financial skills (Cruz & Dela Rosa, 2024; Tan & Lee, 2022).

Table 4. Coefficient of Determination (R-Square)

Endogenous Variable	R-Square (R^2)	R-Square Adjusted	Interpretation
MSME Performance	0.548	0.536*	Substantial (54.8% variance explained)

Data: Processed by the Author, SEM_PLS (2026)

CONCLUSIONS AND SUGGESTIONS

Ultimately, this study confirms that financial literacy is a vital engine for MSME performance in Las Piñas City, but it simply cannot run on its own. The empirical data clearly showed that while financial literacy and a participative management style directly boost business outcomes, the most profound impact occurs when the two are combined. When an owner understands the numbers and actively involves their team in the operational process, the business thrives. Conversely, the study uncovered a rather sobering reality: a highly directive management style actually dampens the positive impact of financial literacy. If an owner hoards financial knowledge and insists on making every single decision alone, the business hits a structural ceiling. This interplay explained a substantial 54.8% of the variance in MSME performance, reinforcing the idea that in the highly competitive, margin-thin environment of Metro Manila, managerial behavior is just as critical as financial acumen.

Based on these findings, the most pressing recommendation is for MSME owners to critically reconsider their leadership habits. Those who lean heavily toward a directive approach should actively practice delegating tasks and involving employees in basic financial discussions,

thereby distributing knowledge throughout the firm rather than keeping it trapped at the top. Furthermore, local government units and the Department of Trade and Industry need to overhaul their capacity-building programs. Providing standalone financial literacy seminars is no longer sufficient; these trainings must be fundamentally integrated with leadership and management coaching. A one-size-fits-all training approach will only yield marginal improvements and fail to address the root cause of the bottleneck. Interventions must be tailored to help owners transition from being sole decision-makers to becoming collaborative team-builders. Lastly, for future researchers, it would be highly valuable to test these relationships across different regions in the Philippines or to adopt a longitudinal design to observe whether management styles naturally evolve as the micro-enterprise scales up.

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