



Growth Indicators of Small and Medium Service Enterprises in San Juan City: A Proposed Business Model

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ABSTRACT

The purpose of this study was to assess the factors that determine the growth performance of small, medium service enterprises in San Juan City. It examined how management capabilities factors influence the growth performance of small, medium service enterprises in San Juan City. These are the owners' traits/characteristics, growth of SMEs, firm characteristics, firm resource, financial operations, firm marketing, business environment, government programs, business networks, and competition. A framework was formulated and a survey questionnaire was designed according to the aforementioned variables. A mixed methods design was used in this study. It is a type of design where qualitative and quantitative data are collected in parallel, analyzed separately, and then merged. The data were gathered from one hundred seventy-eight (178) respondents from small and medium service enterprises in San Juan city. A proposed business model was formulated to improve the business growth of small and medium service enterprises. The proposed business model can help formulate strategies to ease the challenges of operating a business. Findings show that respondents from the companies were relatively new and dominated by female owners or managers. The vision of the Small and Medium Enterprises was clearly articulated. Continuous improvement of products and services is a must for all types of business. Inflation has affected the operations of small and medium enterprises in San Juan city. The Ease of Doing Business of the government has to be improved to better satisfy the entrepreneurs the respondents from the small and medium service enterprises have the same thoughts on the determinants of the growth. A more innovative business can help in the sustainability of Small and Medium Enterprises in San Juan city.

Keywords: Growth Performance, Small and Medium Service Enterprises, San Juan City

I. INTRODUCTION

Governments worldwide acknowledge small and medium enterprises (SMEs), especially, in developing countries where they contribute in the economic growth and stability in form of employment, new job creation, social cohesion and development. The benefits that small and medium enterprises (SMEs) provide for economic growth have long been recognized and are well documented. Consequently, the performance of the SME sector is closely associated with the economic performance of the nation. SMEs are increasingly seen and play an important role in the economies of many countries. SMEs are considered the engines of economic growth in developing countries (Yeboah, 2015). In developed economies, small businesses have been extensively studied; however, in the developing countries, little attention has been paid. It also contributes to the existing body of knowledge regarding SMEs of developing states.

Moreover, it needs time that entrepreneurs should realize the perils of failure and obtain the valuable resources to improve their probability of success (Raza Saqlain, 2018). In ASEAN, small and medium-sized enterprises (SMEs) account for more than 90% of all enterprises, employ 50-99% of the domestic workforce and contribute around 32-77% of total domestic output in their respective countries (Mendoza, 2014).

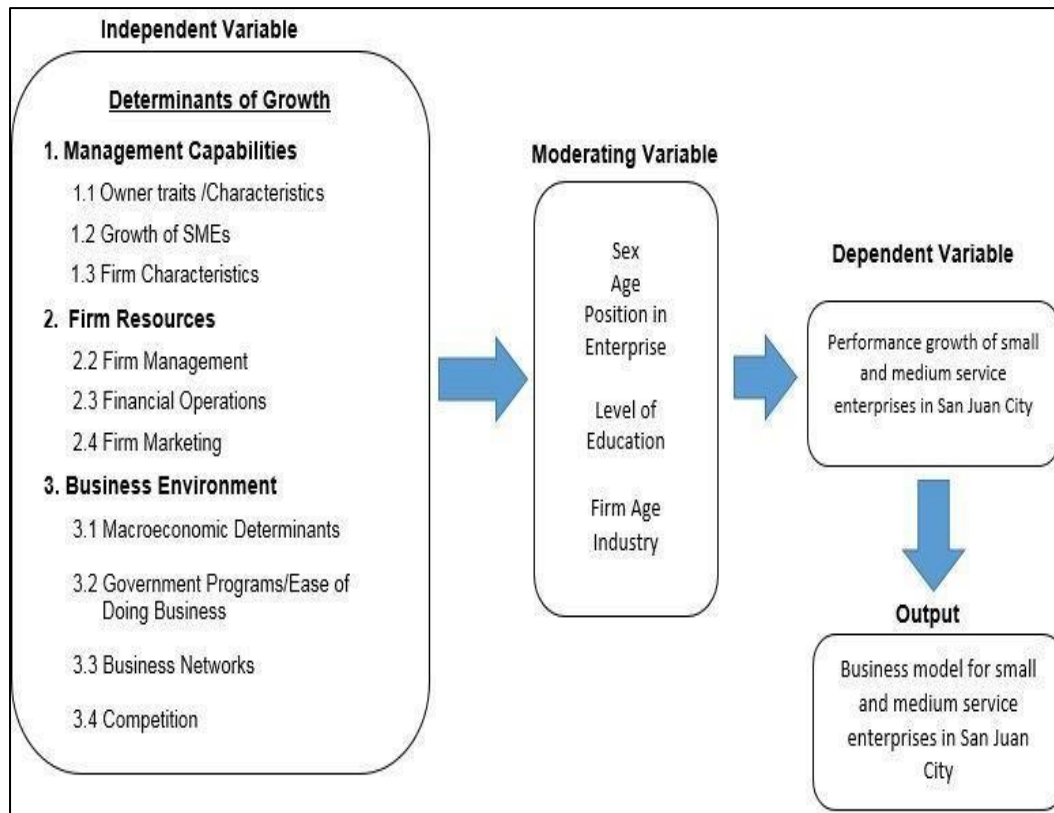
II. RESEARCH METHOD

A mixed methods design was used in this study. It is a type of design where qualitative and quantitative data are collected in parallel, analyzed separately, and then merged. The study was conducted in San Juan City. The smallest city in the heart of Metro Manila. The purposive sampling technique was used in this study. The respondents of the study were owners/managers and supervisors of small, medium, service enterprises located in the City of San Juan. The study included 108 small and 70 medium Service enterprises in San Juan City, and were considered representative of the population of small, medium, service enterprises in San Juan City

III. DISCUSSION

3.1 Conceptual Framework of the Study

The study assessed the factors that influence growth performance of small, medium service enterprises in the city of San Juan. The study examined how management capabilities factors (owners traits/characteristics, growth of SMEs and firm characteristics), firm resource (firm management, financial operations, firm marketing), and business environment (macroeconomic determinants, government programs/ease of doing business, business networks, competition) influence the growth performance of small, medium service enterprises.



3.1.1. Profile of the Respondents:

Table 1. Firm Age of Small and Medium Service Enterprises

	Small		Medium		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
1-5 years	44	40.70	13	18.60	57	32.0
	1	0.90			1	0.6
6-10 years	29	26.90	19	27.10	48	27.0
11-15 years	16	14.80	15	21.40	31	17.4
16-20 years	13	12.00	15	21.40	28	15.7
21- above	5	4.60	8	11.40	13	7.3
Total	108	100.00	70	100.00	178	100.0

The survey was administered to small service enterprises in San Juan City. Out of the 108 small service enterprises, data analysis shows that 45 or 41.66% of the respondents are in operation for more than 1 year, 29 or 26.85% for 6-10 years, and 16 or 14.81% for 11-15 years.

For medium service enterprises, out of the 70 respondents, 19 or 27.14% are in operation for 6-10 years. 15 respondents or 21.42%, of the respondents are in operation for 11-15 years, and 15 or 21.42%. for 16-20 years in operation.

Table 2. Type of Services Offered by Small and Medium Service Enterprises

	Small		Medium		Total	
	f	%	f	%	f	%
Food Service	53	49.10	32	45.70	85	47.80
Health and Beauty	24	22.20	17	24.30	41	23.00
Educational Services	13	12.00	4	5.70	17	9.60
Engineering/Repair & Maintenance	15	13.90	13	18.60	28	15.70
Others	3	2.80	3	4.30	6	3.40
	1		1	1.40	1	0.60
Total		100.00	69	98.60	178	100.00

For services offered by small service enterprises, food services have the most responses with 53 or 49.10 percent; health and beauty have 24 or 22.20 percent; and Engineering/Repair & Maintenance has 15 or 13.90 percent. For services offered by medium service enterprises, food services have the most responses with 32 or 45.70 percent; health and beauty have 17 or 24.30%; educational services have 13 or 18.60 percent.

3.1.2. Profile of the Respondents from the Selected Small and Medium Service Enterprises in San Juan City:

Table 3. The Sex of Respondents of Small and Medium Service Enterprise

	Small		Medium		Total	
	f	%	f	%	f	%
Male	45	41.70	34	48.60	79	44.40
Female	63	58.30	36	51.40	99	55.60
Total	108	100.00	70	100.00	178	100.00

For small service enterprises 63 or 58.30 percent are female respondents and 45 or 41.70 percent for male respondents. There are more female respondents in the SMEs in San Juan City. Table 4 reveals that in medium service enterprises, there are slightly more female respondents than male respondents.

Table 4. Age of Respondents of Small and Medium Service Enterprise

	Small		Medium		Total	
	f	%	f	%	f	%
20-25	12	11.10	4	5.70	16	9.00
26-30	6	5.60	5	7.10	11	6.20
31-35	26	24.10	14	20.00	40	22.50
36-40	30	27.80	22	31.40	52	29.20
40-45	10	9.30	5	7.10	15	8.40
46-50	17	15.70	12	17.10	29	16.30
51-Above	7	6.50	8	11.40	15	8.40
Total	108	100.00	70	100.00	178	100.00

As to the age of the respondents of small service enterprises, a great number of respondents belong to the age bracket of 36-40 with 30 or 27.80 percent; it is followed by 31-35-year-old 26 with 24.07 percent; 46-50 has 17 or 15.70 percent. The rest of the respondents are relatively close in terms of their age.

It can be concluded that the 36-40 years old respondents have the necessary knowledge and skills in operating the business and the financial capabilities and knowledge in starting an enterprise. With regard to the age of medium service enterprises, a large number of respondents belong to the age bracket of 36-40 with 22 or 22 percent; it is followed by 31-35 years old with 14 or 20 percent; 46-50 has 12 or 17.14 percent. The rest of the respondents are relatively close in terms of their age.

Table 5. Position of Respondents in Small and Medium Service Enterprise

	Small		Medium		Total	
	f	%	f	Percent	f	Percent
Owner	49	45.40	28	40.0	77	43.30
Manager	33	30.60	33	47.1	66	37.10
Supervisor	26	24.10	9	12.9	35	19.70
Total	108	100.00	70	100.0	178	100.00

Table shows that almost 50 percent of the respondents are owners, followed by managers with 30.55 percent and only 24.07 percent are supervisors. From the results of the survey, it can be concluded that owners are more hands on with their enterprises to ensure its success. Small enterprises have minimal resources to hire managers to handle day-to-day operations of the business. For medium service enterprises, data indicate that there are more managers than owners. Only 9 or 12.85 percent of respondents are supervisors.

Data revealed that as businesses grow, owners could afford to hire managers to help with the operations of the business. Due to the complexity of handling a growing enterprise, hiring a manager is essential. The enterprise can have an influx of new ideas in improving products and services. Managers handle the day-to-day operations of the enterprise so the owner can focus on other aspects of the enterprise.

Table 6. Level of Education of Small and Medium Service Enterprises

	Small		Medium		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Undergraduate	14	13.00	7	10.0	21	11.80
College	82	75.90	51	72.9	133	74.70
Master's degree	8	7.40	8	11.4	16	9.00
Doctorate degree	4	3.70	4	5.7	8	4.50
Total	108	100.00	70	100.0	178	100.00

Table 6 reveals that the majority of the respondents from small service enterprises are college degree holders; 14 are undergraduates; eight have a master's degree and four have doctorate degrees.

Table 6 reveals the level of education of medium service enterprises; majority of the respondents are college graduates. Eight have Master's degrees and four have Doctorate degrees. Data revealed that there are more college graduates from medium service enterprises.

3.1.3 The Respondents Assessment of the Determinants of Growth Performance of Small and Medium Service Enterprises in San Juan City in terms of:

Table 7. Owner Traits of Small and Medium Service Enterprise

Owner Traits	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Owner /manager has the drive to improve the business.	3.60	0.56	SA	3.64	0.59	SA	3.62	0.57	SA
Owner /manager has the ability to select competent personnel/employees.	3.46	0.60	SA	3.53	0.63	SA	3.49	0.61	A
Owner /manager has a proper educational background and competencies.	3.55	0.66	SA	3.59	0.65	SA	3.56	0.65	SA
Owner /manager has an appropriate background in managing a business.	3.52	0.65	SA	3.47	0.68	A	3.50	0.66	SA
Owner /manager has aligned vision with the enterprise.	3.60	0.60	SA	3.64	0.59	SA	3.62	0.59	SA
Overall	3.55	0.49	SA	3.57	0.49	SA	3.56	0.49	SA

Owner traits of small service enterprises gained an overall weighted mean of 3.55 with a verbal interpretation of strongly agreed. Both drives to improve the business and aligned vision of the enterprise have the highest weighted mean of 3.60. On the other hand, the ability to select competent personnel resulted in the lowest weighted mean of 3.46. It still resulted in a verbal interpretation of agreed.

Differences in educational attainment, career background, business experience, management approach, marital status, goals and aspirations of the owners will ultimately determine enterprise growth and success. The higher the education one has, the more innovative and dynamic to the enterprise he becomes.

Table 8. Growth of Small and Medium Service Enterprise

Growth	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
The expansion of the business is at a constant pace.	2.97	0.62	A	3.01	0.65	A	2.99	0.63	A
Innovation of products and services are evident.	3.23	0.76	A	3.29	0.76	A	3.25	0.76	A
The company invests in technology, training and human capital.	3.17	0.68	A	3.17	0.74	A	3.17	0.70	A
Branches are strategically located in key areas with heavy human traffic.	2.78	0.94	A	3.01	0.89	A	2.87	0.93	A
There is an increase in influx of investor capital.	2.53	0.90	A	2.64	0.92	A	2.57	0.91	A
Overall	2.94	0.60	A	3.03	0.60	A	2.97	0.60	A

The growth of small service enterprises got an average weighted mean of 2.94 with a verbal interpretation of agree. Innovation of products and services recorded the highest weighted mean of 3.23 with a verbal interpretation of agreed, while increase in investor capital showed the lowest weighted mean of 2.53. It also registered a verbal interpretation of agreed.

As to growth of medium service enterprise, the survey resulted in an overall weighted mean of 3.03 with a verbal interpretation of agreed. The expansion of the business is at a constant pace and logged the highest weighted mean 3.29 and a verbal interpretation of agree. There is an increase in influx of investor capital recorded the lowest weighted mean of 2.64 and a verbal interpretation of agreed.

Table 9. Firm Characteristics of Small and Medium Service Enterprise

Firm Characteristics	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
The mission statement of the company is clearly articulated.	3.33	0.66	A	3.47	0.65	A	3.39	0.66	A
Quality is an utmost importance to the firm.	3.79	0.43	SA	3.77	0.49	A	3.78	0.45	A
The company propagates positive organizational culture.	3.44	0.52	A	3.43	0.58	A	3.43	0.54	A
The company has low employee turnover.	3.31	0.59	A	3.33	0.70	A	3.32	0.63	A
There is team spirit that manifests among employees.	3.40	0.61	A	3.49	0.61	A	3.43	0.61	A
Overall	3.45	0.41	A	3.50	0.48	A	3.47	0.44	A

Firm characteristics variable resulted in an overall weighted mean of 3.45 with a verbal interpretation of agreed. Quality has the highest weighted mean of 3.8770 and a verbal interpretation of strongly agree. On the other hand, low employee turnover has the lowest mean of 3.31 only.

Firm characteristics of medium service enterprises got an overall weighted mean of 3.50 and a verbal interpretation of agree. Quality garnered the highest weighted mean 3.77 with a verbal interpretation of agree. The company has low employee turnover and got the lowest weighted mean 3.33 and a verbal interpretation of agreed.

Table 10. Firm Management of Small and Medium Service Enterprises

	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Decisions are founded and objectively constructed.	3.38	0.58	A	3.41	0.60	A	3.39	0.66	A
Resources are properly allocated.	3.43	0.58	SA	3.40	0.65	A	3.78	0.45	A
Functional areas are well coordinated.	3.36	0.60	A	3.39	0.62	A	3.43	0.54	A
Functional areas are given a certain level of independence but are interrelated.	3.51	0.65	SA	3.47	0.68	A	3.32	0.63	A
Employee suggestions are encouraged.	3.53	0.60	SA	3.36	0.68	A	3.43	0.61	A
Overall	3.44	0.43	A	3.41	0.47	A	3.47	0.44	A

Firm management of small enterprises gained an overall weighted mean of 3.44 and a verbal interpretation of agree. Employee suggestions are encouraged and had the highest results with a 3.53 weighted mean and a verbal interpretation of strongly agreed. The functional areas are well coordinated, scored the lowest with a weighted mean of 3.36 and a verbal interpretation of agree.

Firm management has an overall weighted mean of 3.41 and a verbal interpretation of agreed. Functional areas are given a certain level of independence but are interrelated and received the highest results with a 3.47 weighted mean and a verbal interpretation of agreed. Employee suggestions are encouraged and scored the lowest weighted mean 3.36 and a verbal interpretation of agreed.

Table 11. Financial Operations of Small and Medium Service Enterprise

Financial Operations	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Budget and projected income are well-planned by the company.	3.40	0.55	A	3.39	0.62	A	3.39	0.57	A
Proper monitoring of cash flows is imposed.	3.61	0.51	SA	3.63	0.52	SA	3.62	0.51	SA
A system is in place to monitor financial transactions.	3.64	0.59	SA	3.60	0.65	SA	3.62	0.61	SA
External auditors are hired to avoid partiality in the reporting of the financial status of the business.	3.35	0.89	A	3.17	1.05	A	3.28	0.96	A
Manual on financial compliance is strictly complied with.	3.52	0.62	SA	3.54	0.61	SA	3.53	0.61	SA
Overall	3.50	0.46	SA	3.47	0.47	A	3.49	0.46	A

Financial operations for small enterprises have an overall weighted mean of 3.50 and a verbal interpretation of strongly agreed. A system is in place to monitor financial transactions recorded the highest weighted mean with 3.64 and a verbal interpretation of strongly agree, while the external auditors are hired to avoid partiality in the reporting of the financial status of the business had the lowest weighted mean of 3.35 and a verbal interpretation of agree.

Financial operations for medium enterprises gained an overall weighted mean of 3.47 with a verbal interpretation of Strongly Agree. Proper monitoring of cash flows is imposed and the highest weighted mean of 3.63 and a verbal interpretation of strongly agree. On the other hand, external auditors are hired to avoid partiality in the reporting of the financial status of the business received the lowest weighted mean of 3.17 and a verbal interpretation of agreed.

Table12. Firm Marketing of Small and Medium Service Enterprise

Firm Marketing	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Products/services are frequently promoted through different platforms.	2.92	0.74	A	2.94	0.72	A	2.93	0.73	A
Adequate funds are allocated to promote the products/services.	2.77	0.72	A	2.90	0.73	A	2.82	0.72	A
Marketing personnel are well-versed with the products/services.	2.94	0.71	A	3.09	0.74	A	2.99	0.72	A
The company is aggressively marketing the products/services.	2.69	0.73	A	2.89	0.75	A	2.76	0.74	A
The company invests heavily in marketing research.	2.57	0.80	SA	2.70	0.89	A	2.62	0.84	A
Overall	2.78	0.65	A	2.90	0.66	A	2.83	0.66	A

Firm marketing of small enterprises got an overall weighted mean of 2.78 and a verbal interpretation of agree. Marketing personnel are well-versed with the products/services statement and have the highest weighted mean 2.94 and a verbal interpretation of agreed. The company to invest heavily in marketing research resulted with the lowest weighted mean of 2.57 and a verbal interpretation of agree.

Firm marketing of medium service enterprises got an overall weighted mean of 2.90 and verbal interpretation of agreed. Marketing personnel are well-versed with the products/services received the highest weighted mean with 3.09 and a verbal interpretation of agree. The company invested heavily in marketing research and received the lowest weighted mean 2.70 and a verbal interpretation of agree.

Table 13. Macroeconomic Determinants of Small and Medium Service Enterprise

Macroeconomic Determinants	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Labor force is abundant in the city.	3.50	0.68	SA	3.39	0.75	A	3.46	0.71	A
Capable and qualified labor force are available to supply the service industry.	3.19	0.69	A	3.23	0.68	A	3.20	0.68	A
Inflation significantly impacts t to the operations of the business.	3.56	0.65	SA	3.63	0.59	SA	3.58	0.63	SA
The market/population has financial capacity or purchasing power.	3.50	0.69	SA	3.50	0.63	SA	3.50	0.67	SA
Overall	3.43	0.46	A	3.46	0.39	A	3.44	0.43	A

The overall weighted mean is 3.43 and a verbal interpretation of agreed for small service enterprises. Inflation significantly impacted the operations of the business statement and resulted with the highest weighted mean with 3.56 and a verbal interpretation of strongly agreed. On the other hand, capable and qualified labor force are available to supply the service industry statement and result with the lowest weighted mean of 3.19 and a verbal interpretation of agreed.

Macroeconomic determinants garnered an overall weighted mean of 3.46 and a verbal interpretation of agreed. Inflation significantly affected the operations of the business and gained the highest weighted mean of 3.63 and a verbal interpretation of strongly agreed. Capable and qualified labor force are available to supply the service industry and received the lowest weighted mean of 3.23 and a verbal interpretation of agreed.

Table 14. Government Programs/Ease of Doing Business Small and Medium Service Enterprise

Government Programs	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Ease of doing business law has been fully implemented and rolled out.	2.87	0.68	A	2.83	0.66	A	2.85	0.67	A
The government provides technical assistance to SMSEs.	2.05	1.03	SD	2.06	1.02	D	2.05	1.02	D
Processes are efficient with different government agencies	2.59	0.79	A	2.50	0.93	A	2.56	0.84	A
The government provides capital/financial assistance to SMSEs.	1.84	0.95	D	1.90	1.05	D	1.87	0.99	D
The government provides tax subsidies for SMSEs	1.85	1.00	D	1.91	1.07	D	1.88	1.03	D
Overall	2.24	0.76	A	2.24	0.81	D	2.24	0.78	A

The government programs/ ease of doing business resulted in an overall weighted mean of 2.24 and a verbal interpretation of disagree small service enterprises. Ease of doing business law has been fully implemented and rolled out with the highest weighted mean of 2.87 and a verbal interpretation of agree and a 1.84 weighted mean as the lowest for the statement. The government provides capital/financial assistance to SMSEs with the lowest mean.

Medium service enterprises overall weighted mean is 2.24 with verbal interpretation of disagree. Ease of doing business law has been fully implemented and rolled out, gained the highest weighted mean of 2.83 and a verbal interpretation of agreed. On the other hand, governments provide capital/financial assistance to SMSEs gained the lowest weighted mean of 1.90 and a verbal interpretation of disagree.

Table 15. Business Networks Small and Medium Service Enterprise

Business Networks	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Public relations are an institutionalized core department of the company.	2.64	0.78	A	2.83	0.76	A	2.71	0.78	A
The company collaborates with other companies.	3.00	0.84	A	3.09	0.88	A	3.03	0.86	D
The company keeps beneficial relationships with stakeholders.	3.25	0.83	A	3.21	0.92	A	3.24	0.86	A
The company participates in business trade shows.	2.48	0.90	D	2.56	0.94	A	2.51	0.92	D
The company constantly seeks other business opportunities.	2.82	0.84	A	2.89	0.79	A	2.84	0.82	D
Overall	2.84	0.63	A	2.91	0.67	A	2.87	0.65	A

In terms of business networks, the overall weighted mean of 2.84 and a verbal interpretation of agree. The company keeps beneficial relationships with stakeholders that have the highest weighted mean with 3.25 and a verbal interpretation of agreed. The statement the company participates in business trade shows the lowest weighted mean of 2.48 and a verbal interpretation of disagree.

Business networks of medium service enterprises got an overall weighted mean of 2.91 and a verbal interpretation of agree. The company keeps a beneficial relationship with stakeholders gained the highest weighted mean 3.21 and a verbal interpretation of agreed. The company participates in business trade shows garnered the lowest weighted mean results of 2.56 and a verbal interpretation of agreed.

Table 16. Competition Small and Medium Service Enterprise

Competition	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Products and services boast better quality and value for customers.	3.47	0.54	A	3.56	0.53	SA	2.12	0.91	D
Competitive advantages of the products/services are identified and explicitly featured.	3.15	0.69	A	3.36	0.68	A	3.07	0.69	A
Direct and indirect competitors are constantly monitored.	3.17	0.56	A	3.31	0.55	A	2.97	0.81	A
Product/service portfolios are evaluated to determine product viability.	3.20	0.72	A	3.46	0.56	A	1.76	0.99	D
Overall	3.26	0.42	A	3.42	0.40	A	2.38	0.58	D

With reference to competition, small service enterprises have an overall weighted mean of 3.26 and a verbal interpretation of agree. Products and services boast better quality and value for customer's statement had the highest weighted mean of 3.47 and a verbal interpretation of agreed. On the other hand, competitive advantages of the products/services had the lowest weighted mean of 3.15 and the same verbal interpretation of agree. With respect to competition, medium service enterprises gained an overall weighted mean of 3.42 with a verbal interpretation of agree.

Products and services boast better quality and value for customers recorded the highest weighted mean of 3.56 and a verbal interpretation of strongly agree, while direct and indirect competitors are constantly monitored which resulted in the lowest weighted mean of 3.31 and a verbal interpretation of agree.

Competitive advantage of the product and service should be highlighted always by the SMSEs. This can result in an increase in the number of loyal customers and sales income for the business. Small and medium-sized enterprises (SMEs) cited intense competition as their biggest challenge, topping other factors the need to offer quality products and services.

3.1.4 Comparison on the Assessment of The Growth Performance of Selected Small and Medium Service Enterprises in San Juan City.

Table 17. Comparison on the Assessment of the Growth Performance of Selected Small and Medium Service Enterprises in San Juan City

		Mean	S.D.	F-value	p-value	Sig
Owner Traits	1-5	3.526	.5485	1.123	P = 0.350 > 0.05	NS
	6-10	3.508	.4186			
	11-15	3.671	.4213			
	16-20	3.664	.4684			
	21-abov	3.400	.6272			
	Total	3.557	.4894			
Growth SMEs	1-5	2.944	.6389	1.045	P = 0.393 > 0.05	NS
	6-10	2.988	.5884			
	11-15	2.877	.4341			
	16-20	3.179	.6238			
	21-above	2.815	.7369			
	Total	2.971	.5998			
Firm Char.	1-5	3.498	.4262	.675	P = 0.643 > 0.05	NS
	6-10	3.404	.4395			
	11-15	3.529	.3951			
	16-20	3.521	.4939			
	21-above	3.338	.5316			
	Total	3.470	.4420			

Firm Mgt.	1-5 6-10 11-15 16-20 21-above Total	3.361 3.504 3.387 3.436 3.492 3.427	.4963 .3351 .5726 .3223 .5008 .4472	.662	P = 0.653>0.05	NS
Financial Ops.	1-5 6-10 11-15 16-20 21-above Total	3.481 3.563 3.419 3.414 3.600 3.489	.5410 .4788 .3877 .4107 .3162 .4648	.748	P = 0.589> 0.05	NS
Firm Mktg.	1-5 6-10 11-15 16-20 21-above Total	2.818 2.854 2.703 2.914 2.831 2.826	.6806 .6144 .5953 .7189 .7696 .6563	.396	P = 0.851>0.05	NS
Macroeconomic	1-5 6-10 11-15 16-20 21-above Total	3.407 3.492 3.381 3.414 3.615 3.440	.4582 .3572 .4483 .4836 .3870 .4296	.836	P = 0.526>0.05	NS
Government Programs/Ease of Doing Business	1-5 6-10 11-15 16-20 21-above Total	2.396 2.146 1.916 2.400 2.277 2.240	.8590 .6700 .6017 .9270 .6353 .7801	2.168	P = 0.060>0.05	NS
Business Networks	1-5 6-10 11-15 16-20 21-above Total	2.839 2.846 2.813 3.014 2.877 2.867	.7535 .5939 .5315 .6598 .6508 .6486	.366	P = 0.871>0.05	NS
Competition	1-5 6-10 11-15 16-20 21-above Total	3.298 3.342 3.258 3.336 3.431 3.320	.4245 .4145 .4595 .4356 .3545 .4222	.457	P = 0.808>0.05	NS

Based on Table 17, Firm owner traits/characteristics validated has a p-value of 0.021; Growth of small and medium enterprises has a p-value 0.838; firm characteristics has a tp-value.088; firm management has p-value 0.156; financial operations have p-value 0.132; firm marketing has a p-value 0.035; macroeconomic determinants have a p-value 0.746; Government programs/ease of doing business has a p-value 0.109; business network has a p-value 0.643; and lastly competition has a p-value 0.756.

Table 18. Services offered by Small and Medium Service Enterprises

Services Offered		Mean	S.D.	F-value	p-value	Sig	Remarks (Post Hoc)
Owner Traits	Food Service(FS)	3.532	.5517	2.973	P = 0.021 < 0.05	S	FS VS ES, O HB VS ES O ES VS O Er VS O
	Health Beauty(HB)	3.512	.3770				
	Educ'l Ser (ES)	3.788	.3199				
	Eng'g/Repair(ER)	3.650	.4376				
	Others (O)	3.067	.5317				
	Total	3.428	.4481				
Growth SMEs	Food Service(FS)	2.962	.6351	.359	P = 0.838 > 0.05	NS	
	Health Beauty(HB)	3.039	.6184				
	Educ'l Ser (ES)	3.000	.5000				
	Eng'g/Repair(ER)	2.900	.5511				
	Others (O)	2.800	.5657				
	Total	2.968	.6007				
Firm Characteristics	Food Service(FS)	3.518	.4178	2.060	P = 0.088<0.05	S	
	Health Beauty(HB)	3.420	.4285				
	Educ'l Ser (ES)	3.624	.3734				
	Eng'g/Repair(ER)	3.293	.5643				
	Others (O)	3.467	.1033				
	Total	3.468	.4425				
Firm Management	Food Service(FS)	3.374	.5144	1.683	P = 0.156>0.05		
	Health Beauty(HB)	3.478	.3947				
	Educ'l Ser (ES)	3.659	.2808				
	Eng'g/Repair(ER)	3.400	.3732				
	Others (O)	3.333	.3266				
	Total	3.428	.4481				

Financial Operations	Food Service(FS) Health Beauty(HB) Educational Services(ES) Eng'g/Repair(ER) Others (O) Total	3.504 3.590 3.471 3.293 3.533 3.488	.4604 .4335 .4120 .5206 .5164 .4660	1.796	P = 0.132>0.05		
Firm Marketing	Food Service(FS) Health Beauty(HB) Educational Services(ES) Eng'g/Repair(ER) Others (O) Total	2.962 2.820 2.624 2.550 2.767 2.825	.6807 .6400 .6476 .4978 .7840 .6580	2.656	P = 0.035 < 0.05	S	FS VS ER
Macroeconomic Determinant	Food Service(FS) Health Beauty(HB) Educational Services(ES) Eng'g/Repair(ER) Others (O) Total	3.438 3.468 3.388 3.393 3.633 3.440	.4445 .3595 .5023 .4634 .3670 .4307	.487	P = 0.746>0.05	NS	
Government Programs/Ease of Doing Business	Food Service(FS) Health Beauty(HB) Educ'l Servi(ES) Eng'g/Repair(ER) Others (O) Total	2.400 2.180 2.071 1.993 2.133 2.244	.8395 .7111 .7935 .6543 .5750 .7808	1.919	P = 0.109>0.05	NS	
Business Networks	Food Service(FS) Health Beauty(HB) Educational Serv(ES) Eng'g/Repair(ER) Others (O) Total	2.941 2.805 2.859 2.757 2.733 2.866	.6472 .6790 .5374 .7042 .5750 .6500	.629	P = 0.643>0.05	NS	
Competition	Food Service(FS) Health Beauty(HB) Educ'l Ser (ES) Eng'g/Repair(ER) Others (O) Total	3.329 3.341 3.282 3.314 3.100 3.318	.4160 .4433 .4305 .4196 .4147 .4218	.473	P = 0.756>0.05	NS	

Based on Table 18, owner traits/characteristics validated has a p-value of 0.021; Growth of small and medium enterprises has a p-value 0.838; firm characteristics has a p-value .088; firm management, 0.156; financial operations, 0.132; firm marketing, 0.035; macroeconomic determinants, 0.746; Government programs/ease of doing business, 0.109; business network, 0.643; and lastly competition, 0.756 .

It can be noted from the obtained mean that those who offered other services identified by the researchers are found to have a significant difference with those who are into food service, health beauty, educational services and engineering repair. Furthermore, respondents who are into educational services are found to have a significant difference with those in food service, health beauty. Considering the computed mean, it can be seen that those in other services have lowest mean while those in the educational services have the highest mean rating. This implies that those in the educational services have the highest growth performance while those in the other services not identified in this paper have the lowest growth performance.

For firm marketing, it can be noted that there is a significant difference in the assessment of those in the food services and those in the engineering repair. This implies that there is a better firm marketing in the food service those in engineering. The assessment of the respondents regarding factors of growth performance depends on the growth of SMEs, firm characteristics, and the financial operations. Macroeconomic determinant business networks and competition were found not to be significant and thus the assessment of the respondents offering different services are statistically the same as shown by the p-values which are greater than 0.05 level of significance.

Table 20. Sex of Respondents

		Mean	S.D.	t-value	p-value	Sig
Owner Traits	Male	3.544	.5320	-.316	P = 0.753 > 0.05	NS
	Female	3.568	.4551			
Growth of SMEs	Male	2.853	.6023	-2.367	P = 0.019 < 0.05	S
	Female	3.065	.5840			
Firm Characteristics	Male	3.476	.4666	.169	P = 0.866 > 0.05	NS
	Female	3.465	.4236			
Firm Management	Male	3.392	.5058	-.921	P = 0.358>0.05	NS
	Female	3.455	.3947			
Financial Operations	Male	3.466	.4938	-.587	P = 0.558>0.05	NS
	Female	3.507	.4420			
Firm Marketing	Male	2.820	.6699	-.101	P = 0.919>0.05	NS
	Female	2.830	.6486			
Macroeconomic Determinants	Male	3.327	.4752	-3.243	P = 0.001 < 0.01	VS
	Female	3.531	.3672			
Government Prog./Ease	Male	2.246	.7935	.078	P = 0.938>0.05	NS
	Female	2.236	.7732			

Business Networks	Male	2.924	.5767	1.041	P = 0.299>0.05	NS
	Female	2.822	.7004			
Competition	Male	3.263	.4243	-1.615	P = 0.108>0.05	NS
	Female	3.366	.4170			

Data show owner traits/characteristics validated has a p-value of 0.753; Growth of small and medium enterprises has a p-value 0.019; firm characteristics has a p-value. 0.866; firm management, 0.358; financial operations, 0.558; firm marketing, 0.919; macroeconomic determinants, 0.001; Government programs/ease of doing business; 0.938 business network, 0.299; and lastly competition, 0.108.

In this case, growth of SMEs and macroeconomics revealed significant results. That would mean there is a significant difference between male and female participants in these areas.

Table 20. Age of Respondents in the Enterprise

		Mean	S.D	F-value	p-value	Sig	Remarks (Post Hoc)
Owner traits	20-25	3.625	.3856	.899	P = 0.497>0.05	NS	
	26-30	3.382	.5326				
	31-35	3.465	.4672				
	36-40	3.550	.5162				
	40-45	3.600	.4598				
	46-50	3.621	.5301				
	51-Abov	3.720	.4709				
	Total	3.557	.4894				
Growth of SME	20-25	3.288	.5315	1.561	P = 0.161>0.05	NS	
	26-30	2.855	.6138				
	31-35	3.090	.6008				
	36-40	2.877	.6400				
	40-45	2.800	.5757				
	46-50	2.972	.4463				
	51-Abov	2.893	.7166				
	Total	2.971	.5998				
Firm Characteristics	20-25	3.525	.4782	1.875	P = 0.088<0.05	S	
	26-30	3.527	.3379				
	31-35	3.555	.4113				
	36-40	3.531	.3838				
	40-45	3.413	.2875				
	46-50	3.366	.5633				
	51-abo	3.187	.5153				
	Total	3.470	.4420				
Firm Management	20-25	3.500	.3795	3.789	P = 0.001 < 0.01	VS	20 VS 46 31 VS 46 36 VS 46 40 VS 46 46 VS 51
	26-30	3.364	.3557				
	31-35	3.385	.3577				
	36-40	3.535	.3307				
	40-45	3.613	.3962				
	46-50	3.124	.6875				
	51-Abov	3.533	.3599				
	Total	3.427	.4472				
Firm Operations	20-25	3.525	.3992	1.794	P = 0.103>0.05	NS	
	26-30	3.309	.5243				
	31-35	3.445	.5349				
	36-40	3.508	.3829				
	40-45	3.240	.7059				
	46-50	3.593	.3835				
	51-Abov	3.680	.2808				
	Total	3.489	.4648				
Firm Marketing	20-25	3.013	.7745	2.137	P = 0.052>0.05	S	
	26-30	2.927	.7708				
	31-35	3.015	.6507				
	36-40	2.792	.6173				
	40-45	2.387	.5370				
	46-50	2.738	.4931				
	51-Abov	2.773	.8102				
	Total	2.826	.6563				
Macroeconomic Determinants	20-25	3.188	.4470	2.624	P = 0.019 < 0.05	S	20 VS 36, 46 31 VS 40, 46 26 VS 40
	26-30	3.309	.3936				
	31-35	3.370	.4238				
	36-40	3.450	.4992				
	40-45	3.667	.2992				
	46-50	3.579	.2795				
	51-Abov	3.467	.3976				
	Total	3.440	.4296				

Govt program/ Ease of doing Business	20-25	2.925	.8258	7.239	P = 0.000 < 0.05	VS	20 VS 36, 46, 51 26 VS 36, 40, 46 31 VS 36, 40, 46 40 VS 51
	26-30	2.545	.7160				
	31-35	2.545	.8289				
	36-40	2.019	.6736				
	40-45	1.827	.3369				
	46-50	1.862	.5102				
	51-Abov	2.387	.9149				
	Total	2.240	.7801				
Business Networks	20-25	3.025	.8729	1.958	P = 0.074 < 0.05	S	
	26-30	2.691	.6833				
	31-35	2.960	.6827				
	36-40	2.854	.5490				
	40-45	2.400	.8485				
	46-50	2.903	.4917				
	51-Abov	3.027	.4773				
	Total	2.867	.6486				
Competition	20-25	3.425	.3642	1.127	P = 0.349 > 0.05	NS	
	26-30	3.236	.5573				
	31-35	3.360	.4106				
	36-40	3.358	.4198				
	40-45	3.373	.2374				
	46-50	3.159	.4153				
	51-Abov	3.293	.5391				
	Total	3.320	.4222				

For respondents age, data show that owner traits/characteristics validated has a p-value of 0.497; Growth of small and medium enterprises has a p-value 0.161; firm characteristics has a p-value. 0.088; firm management, 0.001; financial operations, 0.103; firm marketing, 0.052; macroeconomic determinants, 0.019; Government programs/ease of doing business, 0.000; business network, 0.074; and lastly competition, 0.349.

Tabular values show that there is a significant difference in the assessment of the growth performance in terms of firm management, macroeconomic determinants government program/ease of doing business of the respondents when they are grouped according to the age of the respondents as shown by the p-values, which is less than 0.05 level of significance.

For firm management, it can be noted from the obtained mean that those who are grouped in the age range of 46-50 identified by the researchers are found to have a very significant difference with those who are in the age range 20-25, 31-35, 36-40, 41-45, 51-above. Furthermore, respondents who are in the 20-25 age range are found to have a very significant difference with those in the 46-50 age range. Considering the computed mean, it can be seen that those in the 46-50 age range have lowest mean while those in the 20-25 age range have the highest mean rating. This implies that those in the 20-25 age range have the highest growth performance while those in the 46-50 age range are identified in this paper have the lowest growth performance.

For Macroeconomic Determinants, it can be noted that there is a significant difference in the assessment of those in the 20 to 25 and 40 to 45--age range from the obtained mean than those in the other age ranges. This implies that those in the 20 to 25 age range have better managing capabilities than those in the 40 to 45--age range.

As to the government program/ ease of doing Business, it can be observed that there is a very significant difference in the assessment of those in the 20 to 25 age range, from the other age ranges.

The assessment of the respondents of the other factors of growth performance as to the age range of 26-30, 31-35, 36-40, 41-45 were found not to be significant and thus the assessment of the are statistically the same as shown by the p-values which are greater than 0.05 level of significance.

Table 21. Position of Respondents

Position of Respondents		Mean	S.D.	F-value	p-value	Sig	Remarks (Post Hoc)
Owner traits	Owner (O)	3.647	.4216	3.234	P = 0.042 < 0.05	S	O VS S
	Manager (M)	3.536	.4787				
	Supervisor (S)	3.400	.6059				
	Total	3.557	.4894				
Growth of SME	Owner (O)	2.873	.6112	1.833	P = 0.163 > 0.05	NS	
	Manager (M)	3.042	.5497				
	Supervisor (S)	3.051	.6496				
	Total	2.971	.5998				
Firm Characteristics	Owner (O)	3.377	.4845	3.078	P = 0.049 < 0.05	S	O VS M
	Manager (M)	3.539	.3712				
	Supervisor (S)	3.543	.4408				
	Total	3.470	.4420				
Firm Management	Owner (O)	3.374	.5403	1.029	P = 0.359 > 0.05	NS	
	Manager (M)	3.455	.3429				
	Supervisor (S)	3.491	.3891				
	Total	3.427	.4472				
Financial Operations	Owner (O)	3.332	.5187	12.045	P = 0.000 < 0.01	VS	O VS M O VS S
	Manager (M)	3.691	.3219				
	Supervisor (S)	3.451	.4348				
	Total	3.489	.4648				

Firm Marketing	Owner (O)	2.610	.6656	7.899	$P = 0.001 < 0.01$	VS	O VS M O VS S
	Manager (M)	2.982	.5375				
	Supervisor (S)	3.006	.7170				
		2.826	.6563				
	Total						
Macroeconomic	Owner (O)	3.374	.4772	3.226	$P = 0.042 < 0.05$	S	O VS M
	Manager (M)	3.545	.3187				
	Supervisor (S)	3.389	.4726				
		3.440	.4296				
	Total						
Government Programs/Ease of Doing Business	Owner (O)	2.218	.7638	3.165	$P = 0.045 < 0.05$	S	M VS S
	Manager (M)	2.118	.7450				
	Supervisor (S)	2.520	.8320				
		2.240	.7801				
	Total						
Business Networks	Owner (O)	2.657	.7203	7.858	$P = 0.001 < 0.01$	VS	O vs M
	Manager (M)	3.055	.5091				
	Supervisor (S)	2.977	.5956				
		2.867	.6486				
	Total						
Competition	Owner (O)	3.236	.3681	3.786	$P = 0.025 < 0.05$	S	O vs M
	Manager (M)	3.427	.3873				
	Supervisor (S)	3.303	.5474				
		3.320	.4222				
	Total						

Based on Table 22, owner traits/characteristics validated has a p-value of 0.042; Growth of small and medium enterprises, 0.163; firm characteristics, 0.049; firm management, 0.359; financial operations, 0.000; firm marketing, 0.001; macroeconomic determinants, 0.042; Government programs/ease of doing business, 0.045; business network, 0.001; and lastly competition, 0.025.

Tabular values show that there is a significant difference in the assessment of growth performance in terms of owner traits, firm characteristics, financial operations, firm marketing, macroeconomic determinants, government programs/ease of doing business, business networks, and competition of the respondents when they are grouped according to the services they offered as shown by the p-values which are less than 0.05 level of significance. It can be noted from the obtained mean that managers identified by the researchers are found to have a significant difference with those who are owners and supervisors.

For owner traits, it can be noted that there is a significant difference in the assessment of the owners and those who are supervisors. This implies that there is a better decision-making skill for the owner than supervisors. As to firm characteristics, it can be seen that there is a significant difference in the assessment of owners and managers. This indicates that owners determine the kind of characteristics a business will have.

Financial Operations and firm marketing, it can be noted that there is a very significant difference in the assessment of owners from managers and supervisors, it can be surmised that owners still have the control over financial and firm marketing decisions for small and medium enterprises.

For macroeconomic determinants, it can be noted that there is a significant difference in the assessment of owners from managers. It can be implied that in many ways the owner of the business is more affected by macroeconomic forces such as inflation, unemployment rate and foreign exchange rate.

As to government programs/ease of doing business it can be noted that there is a significant difference in the assessment of managers and supervisors. This implies that managers are more knowledgeable in the processing of business permits and other related documents. The assessment of respondents in the factors of growth performance such as Growth of SMEs, and Firm Management were found not to be significant and thus the assessment of the respondents is statistically the same as shown by the p-values which are greater than 0.05 level of significance.

Table 22. Educational Attainment of Respondents

Educational Attainment		Mean	S.D.	F-value	p-value	Sig	Remarks (Post Hoc)
Owner Traits	Undergrad (U)	3.276	.4538	4.420	$P = 0.005 < 0.05$	S	U VS C C VS M
	College (C)	3.573	.4842				
	Master's (M)	3.838	.2094				
	Doctorate (D)	3.475	.7246				
	Total	3.557	.4894				
Growth of SME	Undergrad (U)	2.610	.6147	5.267	$P = 0.002 < 0.05$	S	U VS C, D C VS D M VS D
	College (C)	3.014	.5816				
	Master's (M)	2.838	.5852				
	Doctorate (D)	3.475	.3845				
	Total	2.971	.5998				
Firm Characteristics	Undergrad (U)	3.238	.4500	4.978	$P = 0.002 < 0.05$	S	U VS C, M, D C VS M, D
	College (C)	3.460	.4424				
	Master's (M)	3.700	.2921				
	Doctorate (D)	3.775	.3105				
	Total	3.470	.4420				
Firm Management	Undergrad (U)	3.248	.3894	2.706	$P = 0.047 < 0.05$	S	U VS C C VS M
	College (C)	3.475	.3530				
	Master's (M)	3.238	.9244				
	Doctorate (D)	3.475	.4652				
	Total	3.427	.4472				

Financial Operations	Undergrad (U)	3.019	.6925	9.746	$P = 0.000 < 0.05$	S	U VS C, M,D
	College (C)	3.558	.3939				
	Master's (M)	3.450	.3899				
	Doctorate (D)	3.650	.2330				
	Total	3.489	.4648				
Firm Marketing	Undergrad (U)	2.410	.7654	5.976	$P = 0.001 < 0.05$	VS	U VS C, M, D C VS D M VS D
	College (C)	2.845	.6255				
	Master's (M)	2.888	.5464				
	Doctorate (D)	3.475	.4268				
	Total	2.826	.6563				
Macroeconomic Determinants	Undergrad (U)	3.410	.4625	1.338	$P = 0.264 > 0.05$	NS	
	College (C)	3.418	.4331				
	Master's (M)	3.638	.2941				
	Doctorate (D)	3.500	.4781				
	Total	3.440	.4296				
Government Programs/Ease of Doing Business	Undergrad (U)	2.162	.8453	3.605	$P = 0.015 < 0.05$	S	U VS D C VS M,D
	College (C)	2.171	.7524				
	Master's (M)	2.575	.7443				
	Doctorate (D)	2.925	.7630				
	Total	2.240	.7801				
Business Networks	Undergrad (U)	2.305	1.0151	6.685	$P = 0.000 < 0.05$	S	U VS C, M ,D
	College (C)	2.929	.5599				
	Master's (M)	3.025	.5508				
	Doctorate (D)	3.000	.1852				
	Total	2.867	.6486				
Competition	Undergrad (U)	3.238	.4129	1.211	$P = 0.307 > 0.05$	NS	
	College (C)	3.349	.4429				
	Master's (M)	3.300	.3183				
	Doctorate (D)	3.100	.1069				
	Total	3.320	.4222				

Data from the table for educational attainment of respondents shows that owner traits/characteristics validated has a p-value of 0.005; Growth of small and medium enterprises, 0.002; firm characteristics, 0.002; firm management, 0.047; financial operations, 0.000; firm marketing, 0.001; macroeconomic determinants, 0.264; Government programs/ease of doing business, 0.015; business network, 0.000; and lastly competition, 0.307.

Tabular values show that there is a significant difference in the assessment of the growth performance in terms of owner traits/characteristics, growth of SMEs, firm characteristics, firm management, firm management, financial operations, firm marketing, Government Programs/Ease of Doing Business, and Business Networks as shown by the p-values which is less than 0.05 level of significance. It can be noted from the obtained mean that those who have a doctorate degree identified by the researchers are found to have a significant difference with those who have a college, masters and undergraduate degrees. Furthermore, respondents who are undergraduates are found to have a significant difference with those who are college and masters. Considering the computed mean, it can be seen that those who have a doctorate obtained the lowest mean while undergraduates have the highest mean rating. This implies that those who are undergraduates have the highest growth performance.

In terms of owner traits, it can be noted that there is a significant difference in the assessment of those who have a master's degree and those who are undergraduates. Considering the computed mean, it can be seen that undergraduates have the lowest mean while those who have a master's degree have the highest mean rating. This implies that owners who have a master's degree have better decision-making skills than those of the undergraduate.

With the growth of small and medium enterprises, it can be distinguished that there is a significant difference in the assessment of those who have a doctorate degree and those who are undergraduates. Considering the computed mean, it can be seen that undergraduates have the lowest mean while those who have a doctorate degree have the highest mean rating. This implies that respondents with a doctorate degree have better understanding of the growth of small and medium enterprises.

In terms of firm characteristics, it can be noted that there is a significant difference in the assessment of those who have a doctorate degree and those who are undergraduates. Considering the computed mean, it can be seen that undergraduates have the lowest mean while those who have a doctorate degree have the highest mean rating. This implies that respondents that have a doctorate degree better understand of the firm's characteristics.

In terms of firm management, it can be noted that there is a significant difference in the assessment of those who have a doctorate degree and those who have a master's degree. Considering the computed mean, it can be seen that master's degree respondents have the lowest mean while those who have a doctorate degree have the highest mean rating. This indicates that respondents with a doctorate degree are better in handling the day to day operations of the enterprise.

In terms of financial operations, it can be noted that there is a significant difference in the assessment of those who have a doctorate degree and those who have a master's degree. Considering the computed mean, it can be seen that undergraduate respondents have the lowest mean while those who have a doctorate degree have the highest mean rating. This indicates that respondents with a doctorate degree can handle financial operations and can contribute to the growth performance of an enterprise.

In terms of firm marketing, it can be noted that there is a significant difference in the assessment of those who have a doctorate degree and those who have a master's degree. In view of the computed mean, it can be seen that

undergraduate respondents have the lowest mean while those who have a doctorate degree have the highest mean rating. This indicates that respondents with a doctorate degree have the marketing knowledge that can help to the growth performance of an enterprise.

In terms of government programs/ease of doing business it can be noted that there is a significant difference in the assessment of those who have a doctorate degree and those who are undergraduates. In view of the computed mean, it can be seen that undergraduate respondents have the lowest mean while those who have a master's degree have the highest mean rating. This indicates that respondents that have a master's degree have more business connections that can help contribute to the growth performance of an enterprise.

In terms of business networks, it can be noted that there is a significant difference in the assessment of those who have a master's degree and those who are undergraduates. In view of the computed mean, it can be seen that undergraduate respondents have the lowest mean while those who have a doctorate degree have the highest mean rating. This indicates that respondents with a doctorate degree have the understanding of the inner workings of the government programs/ease of doing business that can help contribute to the growth performance of an enterprise.

On the other hand, macroeconomic determinants and competition have no significant difference on the growth of small and medium service enterprises since the p-values are greater than 0.05 level of significance.

3.1.6. The Issues and Challenges Encountered by Business Owners and Managers to Improve the Growth of their Business in San Juan City:

Table 23. Management Capabilities of Small and Medium Service Enterprises

	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Lack of prior experience in handling the business.	2.16	0.89	D	2.07	0.94	D	2.12	0.91	D
Lack of sound management Practices.	1.96	0.77	D	1.99	0.86	D	1.97	0.81	D
Owner/manager has skills to motivate employees	3.07	0.70	A	3.07	0.69	A	3.07	0.69	A
Owner/ Manager has problem solving skills needed in the day-to-day operations of the enterprise.	1.66	0.93	D	1.93	1.05	D	1.76	0.99	D
Overall	2.35	0.55	D	2.42	0.63	D	2.38	0.58	D

Management capabilities for small service enterprises have an overall weighted mean of 2.35 and a verbal interpretation of disagree. Owner/manager has skills to motivate employees has a mean of 3.07 and a verbal interpretation of agree; owner/ manager has leadership skills in handling the enterprise, 2.93, and a verbal interpretation of agree; and lack of prior experience in handling the business, 2.17, and a verbal interpretation disagree.

In terms of management capabilities for medium service enterprises, the overall weighted mean is 2.42. Owner/manager has skills to motivate employees has a mean of 3.07 and a verbal interpretation of agree; owner/ manager has leadership skills in handling the enterprise, 3.03, and a verbal interpretation of agree; and lack of prior experience in handling the business, 2.07, and a verbal interpretation disagree.

Table 24. Firm Resources of Small and Medium Service Enterprises

	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Costly hiring process	2.68	0.72	A	2.86	0.77	A	2.75	0.74	A
High interest rates charged by financial institutions for business loans	3.23	0.78	A	3.16	0.75	A	3.20	0.77	A
Target profits are sometimes not achieved.	3.01	0.50	A	2.90	0.68	A	2.97	0.58	A
Limited finances for business expansion	3.13	0.60	A	3.10	0.66	A	3.12	0.62	A
Regular improvements of facilities reduce company profits	2.69	0.69	A	2.94	0.68	A	2.79	0.69	A
Overall	2.95	0.45	A	2.99	0.51	A	2.97	0.47	A

Firm resources for small service enterprise have an overall weighted mean of 2.95 with a verbal interpretation of strongly agree; high interest rates charged by financial institutions for business loans got the highest weighted mean 3.13 with a verbal interpretation of agree, while costly hiring process got the lowest weighted mean of 2.68. It also registered a verbal interpretation of agreed.

In terms of firm resources for medium service enterprises the overall weighted mean was 2.99 with a verbal interpretation of strongly agree; interest rates charged by financial institutions for business loans got the highest weighted mean 3.20 with a verbal interpretation of agree, while costly hiring process got the lowest weighted mean of 2.75. It also registered a verbal interpretation of agreed.

A firm's resources are available factors or inputs, both tangible and intangible, that are owned and/or controlled by the firm. Resources consist, among other things, of financial or physical assets (e.g., property, plant and equipment), expertise that can be traded (e.g., patents and licenses) and human capital (e.g., talent, expertise and experience). High interest charged by financial institutions will result in lower profit.

Table 25. Business Environment of Small and Medium Service Enterprises

	Small			Medium			TOTAL		
	Mean	S.D.	V.I.	Mean	S.D.	V.I.	Mean	S.D.	V.I.
Paying taxes is tedious and complicated	2.94	0.59	A	3.03	0.66	A	2.98	0.62	A
Delay in the processing of business-related documents	2.89	0.65	A	2.93	0.75	A	2.90	0.69	A
Local Governments do not initiate programs to improve enterprise growth.	3.32	0.69	A	3.31	0.65	A	3.32	0.67	A
Limited collaboration with other businesses.	2.76	0.88	A	2.80	0.91	A	2.78	0.89	A
There are a lot of similar services that are competing with the business.	3.15	0.75	A	3.17	0.80	A	3.16	0.77	A
Overall	3.01	0.51	A	3.05	0.55	A	3.03	0.53	A

In terms of business environment, small service enterprise has an overall weighted mean of 3.01 with a verbal interpretation of agree; local governments do not initiate programs to improve enterprise growth got the highest weighted mean 3.32 and a verbal interpretation of agree, while limited collaboration with other businesses got 2.76, the lowest weighted mean and a verbal interpretation of agree.

In terms of business environment, medium service enterprise scored the overall weighted mean is 3.03 and a verbal interpretation of agree. Local governments that do not initiate programs to improve enterprise growth got the highest weighted mean with 3.32 and a verbal interpretation of agreed. Limited collaboration with other businesses got the lowest weighted mean of 2.78 and a verbal interpretation of agree.

Small and medium enterprises (SMEs) in the Philippines continue to be burdened by policy gaps that thwart efforts to promote integrity in government transactions and improve ease of doing business. Processing of applications for permits and licenses takes too long because enforcing agencies have overlapping lists of requirements. “Businesses are forced to prepare multiple copies of documents beforehand, which can be cumbersome to their operations.

When processing a business license, the assessment office would come up with supposed deficiencies, or they would subject the company to technicalities. The assessment office would then offer to fix the supposed deficiencies via an ‘ayos-gusot (smoothen a wrinkle),’ a colloquial term for a bribe, Complicated and conflicting procedures are reportedly coupled with the billing of unofficial fees without any receipts. “Furthermore, public officials at times deliberately delay the processing of papers to intimidate and force business owners to pay grease money. At the same time, SMEs said they have to deal with 36 public agencies, and this can “contribute to becoming ineffective due to a disorganized or decentralized distribution of tasks and priorities.

IV. CONCLUSIONS

There is a constant entry of new small and medium enterprises in San Juan city and is mostly dominated by food service enterprises. There are more female owners or managers in small and medium enterprises in San Juan city. Respondents have the required understanding and capabilities in operating the business. For small service enterprises owners are more involved in the day-to-day operations of the enterprise on the other hand medium service enterprises had more managers handle the day-to-day operation of the enterprise. Majority of respondents are owners and managers.

The vision of the Small and Medium Enterprises are clearly articulated that serves as their guide to improve their business and achieve its vision. Small and medium enterprise owners’ background in managing the enterprise determine the selection of competent employees and eventually determine enterprise growth. Continuous improvement of products and services is necessary for all types of business. Innovation of products and services is a factor in attracting investors and in maintaining a business enterprises competitive advantage.

With the competitive nature and the influx of similar enterprises in the market, quality of products and services is of utmost importance to small and medium service enterprises in San Juan city. With the influx of new and similar enterprises that may attract employees to transfer so, there is an acceptable employee turnover rate.

Due to the nature of small service enterprises employees has better interaction that encourages employee feedback while medium service enterprises have a more rigid structure that limit employee feedback. Small and medium service enterprises have a cash flow system in place to monitor financial transactions and does not rely on external auditors to monitor financial operations of the enterprises. Employees are knowledgeable of the product and service features that the enterprise are offering.

Inflation has affected the operations of small and medium enterprises in San Juan city. There is a substantial supply of labor force in the city but it does not equate to qualified and capable employees. The Ease of Doing Business of the government has to be improved to better satisfy the entrepreneurs. Small and medium service enterprises in San Juan city have good its relationships with its shareholders. On the other hand, service enterprises in San Juan city occasionally participate in trade shows.

Enterprises believe that products or services they offer have the quality best value to compete with other enterprises. However, Product or service competitive advantage are not highlighted by the service enterprises. The respondents from the small and medium service enterprises in San Juan city have the same observations on the growth indicators of selected small and medium service enterprises. A more innovative and forward-looking business can help in the sustainability of small and medium enterprises in San Juan city.

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