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Research Article

The Path to Success: The Challenges and Coping Mechanisms in Managing Business Operations among Multi-Business Owners in the City of Koronadal

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ABSTRACT

Multi-business owners face various experiences in managing their businesses. These experiences can cause both positive and negative effects to a multi-business owner's physical, mental and emotional aspects. This study aimed to investigate the experiences of multi-business owners in Koronadal City in managing multiple businesses. This research employed a descriptive qualitative approach with semi-structured interviews with five (5) participants who were multi-business owners. These personas have begun from small businesses to well-established ones, they run three (3) or more businesses, and have been in the business industry for at least three (3) years. Braun and Clarke's (2006) thematic analysis were used to identify key themes from the interview data. The study addressed the experiences of multi-business owners in managing business operations, employees and how they cope with the challenges faced by managing multiple businesses. Analysis revealed that maintaining operations is both hard and rewarding for business owners, showing the tension between competitive demands and personal satisfaction from their work. Marketing strategies, inventory management, and tenant selection all emerge as critical to business success. Employee management is also considered as an essential theme which include setting regulations, conducting meetings, training sessions, performance-based benefits, and virtual monitoring. Monitoring corporate performance, employee disloyalty, and neurodiversity are significant challenges, however coping techniques such as one-on-one communication, problem solving, flexibility, and disciplinary actions can assist alleviate these concerns.

Keywords: *Challenges, Coping mechanisms, Managing, Business operations, Multi-business owners*

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Background of the Study

Nowadays, there are multiple businesses appearing in the business industry (Quijano, 2023). These common businesses are delivery business, food stalls, beauty and wellness business, cafes, buy and sell, and even online selling. Most of the business owners want to set up their own business to pursue their ideal business and more importantly, earn high profit (Donohoe, 2021). This means that the rise of the various businesses reflects the entrepreneurs' drive to pursue their passions or interests while aiming at achieving financial success.

Moreover, those who are already thriving and familiar in the business industry aim to build more businesses (Avenue, 2022). People who handle multiple businesses are called multi-business owners (Georgieva, 2024). Multi-business owners are people who are fully committed to managing several businesses. On the bright side, owning multiple businesses can contribute to one's financial stability, and develop resilience and innovativeness. Essentially, successful entrepreneurs often venture into multiple businesses to strengthen their financial stability, adaptability, and innovation.

However, in handling businesses, multi-business owners tend to have challenges such as identifying trustworthy people, juggling time, and holding several accountabilities. Because of these, they are known to be bigger risk takers than those that have started only one enterprise as they try to explore (Algarme, 2020). Furthermore, handling technology, human resources, customer service, supply chains, and organizational change can be challenging in different industries like manufacturing, media, food, and pharmaceuticals. Each industry has its own business environment, shaped by key success factors, competition, and specific technologies (Shani & Coghlan, 2021). Hence, running multiple businesses is risky and challenging, which requires good leadership, flexibility, and the ability to handle different tasks and industries.

Meanwhile, a study of Mokayode et al (2016) in South Africa revealed that challenges including lack of business skills, lack of access to capital, poor marketing are faced by business owners. Similarly, Walden University (2025) in the United States, revealed top five (5)

challenges small business owners face namely lack of funds, lack of time, trouble finding good employees, difficulties balancing growth and quality.

As purported by Sigue-Bisnar (2023), the current global economy remains a challenge for mid-market businesses in the Philippines with 52% of the business owners or leader determining economic uncertainty as a major constraint to growth based on International Business Report (IBR) of the Grant Thornton International. On a positive note, despite the experience of economic challenges, Philippine mid-market firms remain resilient, using innovation, adaptability, and optimism to deal with uncertainties in managing the business.

Studying the challenges and coping strategies of multi-business owners is important, especially since little locally contextualized research exists on this topic, while understanding their experiences can help entrepreneurs manage multiple businesses more effectively. This study also supports the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) as it promotes strong businesses and Goal 9 (Industry, Innovation, and Infrastructure) by encouraging adaptability. Insights from this research can help improve local businesses, create jobs, and strengthen the economy. It can also guide policies and support programs to help business owners succeed.

With the foregoing, this study aimed to describe the experiences of the multi-business owners, identifying their challenges in the daily operation of the business, and how they cope and deal with those challenges. This study can benefit those business owners who wish to delve into having multiple businesses for them to be encouraged to pursue the idea and have an insight of the challenges and strategies that they should implement in handling businesses. It can also aid those multi-business owners who have struggles in managing their business in finding ways in how they are going to make their businesses successful.

Methods

Research Design

This study followed the qualitative research method, which specifically employed

descriptive qualitative research design. Descriptive qualitative research is a type of qualitative research that explores the characteristics of a phenomenon, rather than explaining the underlying causes or mechanism. It involves the collection and data analysis in the form of words, images, or other non-numerical forms of information (Regoniel, 2024). Descriptive approach was appropriate for the study as it allowed the researchers to clearly elaborate the insights and experiences of multi-business owners and entrepreneurs, including their challenges and coping strategies.

In addition, this design is applicable during the investigation of the research variables and problems as it is effective in bringing the views of multi-business owners on how to develop management methods in different business sectors, and in exploring how and what makes those experiences shape their path to success.

Locale of the Study

This study was carried out at a vicinity in Koronadal City. This location provided the researchers necessary data for the study of knowing the insights of multi-business owners considering their proximity, accessibility, and availability for the study. This study took place in the second semester of the school year 2023-2024 in the City of Koronadal, Province of South Cotabato.

Respondents of the Study

In this study, five (5) individual served as business owners that have existing multiple businesses within the locality and were chosen in accordance with the study's inclusion requirements. The researchers of the study thoroughly selected the participants to easily identify them, and efficiently and effectively gather thoughtful and justifiable responses through the conduct of interviews.

Sampling Technique

In this study, the participants were selected through purposive sampling. It is a non-probability sampling technique wherein the researchers selected the participants based on the inclusion criteria. Selecting the samples was based on demonstrable experience, knowledge, or expertise of participants. This

study involved selecting participants who were specifically chosen to provide diverse experiences related to this research topic. With this, participants were: (a) those who have begun small businesses eventually growing into larger ones; (b) those who run more than three (3) businesses; (c) those who run their businesses that have been in the market for longer than three (3) years; and (d) those who are willing to participate and give out personal information. Although this approach ensured significant findings, it might not be fully generalized to all multi-business owners due to the sample size of participants.

Research Instrument

In this study, the researchers employed a semi-structured interview to gather detailed data on the management experiences of multi-business owners, shedding light on their unique journeys to success. As stated by George (2022), this kind of interview was composed of both pre-determined and unstructured interview questions. The semi-structured interview format allowed the researchers to follow up on participants' answers with targeted questions, delving deeper into their experiences and perceptions.

Data Gathering Procedure

To gain better understanding of the insights of multi-business owners, the data was gathered by the following steps: first, the researchers created guide questions for the interview and had it validated. Next, the researchers created a consent letter for conducting the interview and was approved by the research adviser and by the Senior High School principal. Afterwards, they proceeded to identify the participants fit in the given criteria. Then, an online message was sent to the participants orienting them about the nature of the study and the safe keeping or the confidentiality of their information. Next, during a given time and date, the researchers conducted a face-to-face and an online interview with the participants and collected the data provided by the varied responses. To facilitate a deeper exploration of the participants' perceptions and experiences, the researchers provided each participant with a private and comfortable setting to share their

thoughts and feelings. This approach was allowed for a more controlled and focused data collection process, as the responses of each participant were not influenced by those of other interviewees. Lastly, the researchers analyzed and evaluated the data to summarize and generalize the overall insights of the interviewees.

Data Analysis

In this study, the researchers used thematic analysis as it aligns with the nature of the collected data and facilitates a nuanced presentation of findings (Moules et al., 2017). Thematic analysis, as described by Maguire and Delahunt (2017), focuses on identifying significant patterns in the data, allowing the study to have a comprehensive exploration of themes and enabling effective discussion of the research outcomes. This approach was deemed appropriate for the objective of the study in uncovering and elucidating key themes related to the experiences and strategies of multi-business owners.

For this investigation, the researchers specifically employed Creswell's thematic analysis method. Chosen for its versatility in accommodating various epistemologies, research questions, and methods, Creswell's approach offers a comprehensive framework for identifying, analyzing, organizing, describing, and reporting themes within the dataset. In the words of Boyatzis (1998), thematic analysis serves as a translator, facilitating communication among researchers using diverse qualitative analysis languages and allowing a more unified understanding of the research findings.

Creswell (2009) identifies six phases in thematic analysis for determining themes. These procedures included compiling and preparing data, reading the data as a whole, analyzing in depth using the coding process, creating a data description, describing the information that was studied, and interpreting the data. Through the application of thematic analysis, the researchers aimed to provide a clear and insightful depiction of the perceptions, experiences, and strategies of multi-business owners and entrepreneurs.

In doing the thematic analysis, the researchers underwent the following procedures; (1) Familiarizing data through gathering

and organizing information needed for data analysis by transcribing interviews, efficiently scanning materials, and identifying all visual resources. (2) Reading and analyzing all of the information to get the main gist of the material and determine its overall importance. (3) Organizing the information gathered by coding the data, which entails classifying the text and photos into different categories and assigning names to each. (4) The coding process is used to describe the participants, their experiences, or categories/themes for analysis. It is important to create comprehensive explanations for various research initiatives. This includes searching for themes, reviewing themes, and defining and naming themes. (5) Researchers are required to present the themes and descriptions in a qualitative narrative. (6) Make an interpretation out of the gathered data and outcomes.

Ethical Consideration

The researchers strictly followed the guidelines for developing the interview guide. The participants gave consent to let the researchers record the interview. The researchers guaranteed that no personal or sensitive information is contained in the interview guide. In addition, the researchers ensured that the participants' identity is secured by utilizing code names such as Participant 3, etc. This ensures the identity of the participant will not be made public, and their responses to the interview questions will not be made public, displayed, or used for reasons other than academic research.

Result and Discussion

In this section, it shows the analysis of the responses of the participants gathered during the interview process. It consists of different emergent themes that are reflected by the responses of the participants.

Challenges of Multi-business Owners in Managing Business Operations

After a thorough and in-depth thematic analysis of the qualitative data describing the challenges or difficulties of the multi-business owners, three (3) themes emerged namely: a.) Difficulty in Monitoring Business Performance;

b.) Inefficient Strategic Business Management; and c.) Diverse Employee Behavior.

Difficulty in Monitoring Business Performance

One of the themes that emerged as the researchers interviewed the participants was the difficulty in monitoring business performance. This refers to the business owners' struggles in terms of resource coordination. This is described as effective business operation rely on accurate inventory tracking, real-time machine monitoring, and balanced resource management to ensure efficiency and sustainability. They often have inaccurate inventory tracking due to poor operations and inventory management systems. Subsequently, the owners experience difficulty in ensuring and monitoring how to stand out in online platforms. This means that they struggle in promoting the business through online platforms. As stated,

Participant 2. *"I think from the start, yes we faced some difficulties, but we have to find the solution for it. And, if there are problems in terms of the machines, it will be a burden to us because if it breaks, then we have to repair."*

Participant 1: *It's difficult, It's really challenging especially when there are a lot of businesses, because aside from the competition among yourselves, there's also the need to stand out on online platforms.*

As for the participants respectively, overcoming initial business difficulties requires problem-solving, especially when dealing with machine breakdowns and repairs while managing multiple business may be as struggle due to competition and maintenance of a strong presence online. With this, resource coordination plays an essential role in effective performance management, as underscored by the Resource-Based View (RBV) theory by Penrose (1959), which emphasizes the ways that managers utilize the firm's resources and capabilities to outshine competitors in terms of its overall performance (Cuervo-Cazurra, Dieleman, Hirsch, Rodrigues, and Zyglidopoulos, 2021).

However, businesses frequently encounter obstacles in aligning their resources—such as human capital, technology, and financial assets, to monitor and enhance performance effectively. This challenge is particularly pronounced for businesses as they affect Small and Medium Enterprises (SMEs) inventory calculation that can lead to disruption of supply chain and bad managerial decisions in the future (Al-soussi & Tahboub, 2025). This experience is further supported by Opiela (2006), as it is hard to stabilize recording and tracking the activities in cash flows. As the entity described, due to the malfunction in their machinery, the operation of the business is also affected. Hence, the contingency management theory by Fred Fiedler should be adapted by the participant to effectively find a reasonable solution.

Adding to these complications, the growth of digital platforms has introduced new dimensions to performance monitoring. As organizations increasingly depend on online platforms for visibility and client engagement, they must navigate the intertwined challenges of resource coordination and differentiation in a competitive digital landscape. The dynamic nature of online platforms requires businesses to continually adapt their strategies to stay competitive, which can further complicate the performance monitoring. Due to tight competition, the business is forced to become more productive, making its operational productivity affected that can later be hard to manage as also admitted in the study conducted by Handoyo, et al. (2023).

Inefficient Strategic Business Management

Another theme emerged from the analysis was inefficient strategic business management. Based on the experiences of the participants, it refers to the difficulty with time management and handling multiple tasks in the businesses. As Participant 1 shared, *"It is also hard to balance time. You have to manage your people. Manage your business. You're a family man too. Time is your top priority for me. Because I also have a family."* The Participant shared that it is a struggle to balance time to spend with family and managing employees and the businesses. Likewise, participant shared,

Participant 3. *In managing a business, my experience with multiple businesses is really exhausting because, first of all, the locations are scattered. Plus, there are many employees to manage.*

As the participant shared, it is actually a struggle to juggle multiple responsibilities while keeping track of other tasks. These experiences resonate with one another, illuminating a shared challenge among participants regarding the difficulty of balancing time dedicated to family with the demands of managing employees and businesses.

Moreover, inefficient strategic business management refers to the ineffective planning, execution, and monitoring of an organization's strategies. Beer (2020) suggests that when a strategy fails without a clear cause, organizations should examine potential hidden barriers, such as ambiguous values, ineffective senior leadership, poor leadership styles, lack of coordination, inadequate leadership development, and weak vertical communication.

The significance of this issue is underscored by Harris (2023), who highlights that time management plays a vital role in various aspects of life, both personal and professional. Effectively managing time is crucial for maximizing productivity, reducing stress levels, achieving goals, maintaining a healthy work-life balance, and promoting personal growth. Thus, balancing time between business responsibilities and personal life not only contributes to effective planning and execution but also influences leadership styles and monitoring practices within the organization. Recognizing the challenges presented by inefficient strategic business management and the pivotal role of time management, it becomes essential to explore actionable strategies aimed at improving time management skills. By fostering these skills, organizations can enhance their overall effectiveness, ultimately paving the way for more efficient strategic business management.

Diverse Employee Behavior

Another prominent theme that emerged refers to the diversity of employees' behavior. Based on the responses, it refers to the participants' difficulty in dealing with the different

thinking capacity of employees in the businesses. This resonated in the experience of participants who stated,

Participant 4. *"When it comes to internal factors, the biggest challenge for business owners is their staff because every person has a different personality. Some staff catch on quickly, while others may process information more slowly." Older employees might miss work due to family obligations, while younger staff might skip work due to hangovers."*

As Participant 4 explained, she face challenges in managing staff due to differences in terms of personalities, learning speed, and attendance issues with older people missing work for family obligations and younger staff skipping work due to hangovers. Similarly, staff's neurodiversity, further explains that people have different behaviors and ways of processing information.

According to Dickinson (2023), neurodiversity represents a natural range of differences in human brain function; in the context of the workplace, it highlights areas of diversity and inclusion related to alternative thinking styles. It describes the different ways that people's brains function, meaning they communicate and think in diverse manners. This notion suggests that employees have different cognitive capacities.

In the same vein, employee diversity is also observed by the multi-business owners through misconduct, specifically through insubordination or negligence, and disobedience. This means that noncompliance in the workplace arises when employees disregard authority, neglect responsibilities due to laziness or unwillingness, and act of dishonesty in their respective roles in the businesses. As two (2) participants shared,

Participant 5. *Some employees agree to tasks but fail to follow through, often making excuses, while some customers take goods or services without paying and disappear without settling their debts.*

Participant 3. *The main issue in the quarry is theft, which has led to the termination of about three employees. Another major challenge is unauthorized absences*

(AWOL), as unexpected absences disrupt operations, especially when key personnel like machine operators are unavailable.

Both participants pointed out issues like employee dishonesty, theft, absenteeism, ad unpaid customer debts, which disrupt the operations and finances of the business. This clearly indicates that employees may vary widely in their ability to grasp and respond to information. This encompasses the various differences among employees, such as age, ethnicity, gender, physical ability, and race (Skidmore, 2023). Drawing from Michael Pacanowsky's Organizational Culture Theory (1982), it is theorized that every organization is vastly diverse and complex. To function effectively, organizations must observe how individuals behave, work, and how their unique backgrounds influence their performance.

These experiences underscore that the diversity among employees complicates management due to the varying perspectives and priorities they bring to the workplace (Arman et al. 2024). This is explained by with the Human Relations Theory by Elton Mayo, to effectively connect with them. Overall, these insights reveal how diversity among employees can lead to complexities in handling workplace dynamics, significantly influenced by individual backgrounds and experiences.

Coping Mechanisms of Multi-business Owners with the Challenges Faced by the Business

Based on the shared experiences of multi-business owners, four (4) themes emerged namely: a.) Strict Implementation of Rules and Regulations; b.) Regular Conduct of Meetings; c.) Virtual Supervision; and d.) Flexible Adjustments.

Strict Implementation of Rules and Regulations

When the participants were asked during the interview about how they deal with the challenges they experience, one recurrent theme that emerged was the strict implementation of rules and regulations. Based on the multi-business owners' responses, this means that they establish and enforce rules and regulation to ensure the compliance of the

employee through proper training and communication. For examples, two (2) Participants shared,

Participant 1: *To motivate employees, I give tips for good service, enforce rules and regulations, provide training, and hire based on job requirements and educational background.*

Participant 4: *Business owners must enforce rules consistently by addressing employee violations early and following a structured disciplinary process from warnings to termination. Clear communication and proper education on policies help prevent repeated offenses and ensure compliance.*

A well-regulated workplace relies on strict implementation of rules and clear disciplinary measures to maintain order and efficiency in the businesses and management of employees. Participant 1 motivates employees with tips while ensuring compliance through training and selective hiring. Meanwhile, Participant 4 stresses addressing misconduct early, following a step-by-step disciplinary process from warnings to termination. Hence, clear communication and employee education help guarantee order and accountability.

As suggested by Kirana et. al (2022) in their study, management oversee employees more effectively by ensuring adherence to company rules through regular work evaluations and employees' works. They also emphasize that one of the indicators of work discipline, is that employees should abide by the rules of behavior in the company. Hence, multi-business owners need to re-enforce the rules and regulations of the business.

Regular Conduct of Meetings

Based on the Multi-business owners' responses, it came recurrent that they conduct regular meetings with the employees to communicate to them instructions, updates, as well as concerns that must be properly addressed. Moreover, meetings also includes one-on-one talk where the owners converse with each employee to communicate their concerns. For example, participants shared,

Participant 2. *When it comes to managing staff training and development in multiple businesses. Well, I and my family usually arrange meetings, small talks about our businesses because family members really have to be involved in them, even though it's just a small business.*

Participant 5. *Talk to them individually. Talk to them. That's all what you can do. Why? What is your problem? Like this. Okay. We will solve it. We will compromise.*

As illustrated by Participant 2, staff training and development rely on consistent family arrangement and conduct of regular meetings to keep everyone involved in managing multiple businesses. In the same manner, one-one-one conversation aid employee's concerns and find solutions through compromise. According to LeBlanc and Nosik (2019), who cited Sellers et al. (2016), meetings provide a forum for idea generation, problem identification and resolution, task delegation, communication and consultation, work product creation, performance monitoring, professional repertoire development, and interpersonal relationship enhancement.

Virtual Supervision

In this mechanism, the multi-business owners remotely manage the company or team members, typically through digital communication tools such as video call, instant messaging, or project management software. This is illustrated by a participant who stated,

Participant 5. *New employees are trained through hands-on guidance from experienced employees to ensure that they get to learn the tasks by observation and direct instruction through online or virtual platforms.*

Participant 5 highlighted that new employees learn tasks through hands-on guidance, observation, and direct instruction from experienced staff both in-person or virtual platforms. Goldvarg and Turner (2022) pointed out that in order to support employees, virtual supervisors must use electronic communication tools. Furthermore, by focusing on how they can

affect the accomplishment of the previous components in their communication, action planning, follow-up, clarifications, and particular tasks, they emphasized the significance of it as it fosters a team environment.

Flexible Adjustments

Based on the experiences of the participants, this technique encompasses the multi-business owners' flexibility and adjustments in the decisions and ways of their businesses to resolve a problem or fix a concern. On the adjustment in terms of their resources, participants shared,

Participant 2: (Resources) *Of course, we have to buy it so that the business flows smoothly. So if ever there is a need, we have to buy it in advance to avoid any circumstances during the process of the business.*

Participant 4: *Finding financial sources and taking out loans are necessary for obtaining money, or which is a major challenge when establishing a business.*

Participant 2 emphasized the urgency for a proactive resource management, which ensures to purchase in advance the needed supplies to maintain smooth operations of the business. Likewise, Participant 4 pointed out the need to make flexible adjustments, especially on securing financial resources, such as taking out loans in order to sustain and grow the business.

These experiences are substantiated by Sykes (2023) who highlighted that those who possess adaptability are typically better equipped to deal with or manage the unexpected challenges and seize new opportunities, which ultimately leads to the achievement of their goals. Furthermore, Cooks-Campbell (2022) points out, inflexibility can hinder progress. Individuals who resist change often struggle to cope with new circumstances, which can lead to setbacks, especially for leaders. Therefore, fostering adaptability not only facilitates smoother business operations but also enhances overall resilience and well-being. Embracing change enables leaders to critically evaluate their teams and adapt strategies that will support future success.

Ingram et al. (2019) purported that instead of treating all salespeople the same, sales managers must acknowledge their distinctive differences as they assume greater leadership duties. This is a delicate balancing act because effective sales organizations heavily rely on group norms, regulations, procedures, and processes. But as part of their work, sales leaders need to figure out how to coach, train, and inspire people. Creating and implementing personal development plans for each salesperson that include mutually agreed-upon sales targets, activities, and sales competency goals is an example of this technique.

Based on the responses of the participants, all their coping ways could be associated with communication of multi-business owners to the employees. According to Nordquist (2019), communication is a process of sending out or receiving messages, meanings, context that can be either acquired verbally or in a non-verbal form. Through communication, it is believed that it can prevent misunderstandings, express oneself, and more importantly, build a good relationship towards others (Taylor, 2023).

Insights

Monitoring business performance presents both a necessity and a challenge, as it requires real-time tracking of financial stability, employee productivity, and market trends. Without proper oversight, inefficiency and stagnation may arise. This gives emphasis on the importance of data-driven decision-making and strategic adjustments.

Similarly, ineffective strategic management can lead to wasted resources and operational disarray. This highlights the need for proactive planning, clear objectives, and adaptability to market demands. Furthermore, the diverse behaviors and attitudes of employees also shape workplace dynamics, influencing communication, teamwork, and productivity, making emotional intelligence and structured workplace culture essential.

Lastly, strict policies provide order and accountability, while regular meetings foster collaboration and ensure goal alignment. The shift to virtual supervision has redefined management practices, which gives emphasis on the accountability through digital tools rather than

physical presence. Lastly, businesses must remain flexible in adjusting to internal and external changes, ensuring resilience and sustained relevance in an evolving landscape.

Implications

The study examined the factors influencing multi-business ownership, emphasizing industry knowledge, decision-making based on risk assessment, and the significance of time management in business operations. Findings indicate that businesses that implement effective time management practices are more likely to deliver products or services consistently. Moreover, awareness of potential risks enables business owners to assess and manage challenges that may arise.

Additionally, strategic employee management plays a crucial role in optimizing daily operations. Employing skilled workers and establishing an efficient internal process system contribute to business productivity, which, in turn, leads to profit maximization. Effective employee management is associated with internal workflow efficiency and the development of structured systems.

Entrepreneurial training programs have been found to enhance participants' skills and competencies, fostering autonomy and supporting business creation. Studies indicate that entrepreneurship education strengthens business-related capacities, equipping individuals with the necessary knowledge for business operations. Furthermore, business-related events provide entrepreneurs with opportunities to gain practical experience and establish social connections.

Research on multi-business ownership continues to evolve, with expanded participant groups offering deeper insights into the nature of multi-business enterprises. Broader studies may contribute to addressing existing research gaps and enhancing understanding of business ownership dynamics.

Conclusion

Based on the findings of the study, the researchers concluded that in managing multiple businesses, owners encounter challenges including difficulties in monitoring business per-

formance, inefficiencies in strategic management, and difficulties of handling diverse behaviors of the employees, which may contribute to operational struggles affecting the business sustainability and growth.

Meanwhile, to address these challenges, multi-business owners employ various coping mechanisms, such as the strict implementation of rules and regulations, virtual supervision, and flexible adjustments. These strategies enable business owners to maintain control over operations, ensure employee compliance, and adapt to changing business environments.

Recommendations

Based on the conclusions of the study, the researchers recommend that aspiring multi-business owners should acquire industry-specific knowledge to make informed decisions based on risks, challenges, and potential benefits. Additionally, effective time management that is coupled with risk awareness, enhances business sustainability by enabling proactive contingency planning (Gul et al., 2023; Gibson, 2003).

Likewise, current multi-business owners should implement strategic employee management to improve daily operations. They should employ skilled workers and establishing efficient internal processes enhance productivity and long-term profitability (Alhumeisat, 2023). To address management challenges, they should employ various coping mechanisms, such as the strict implementation of rules and regulations, virtual supervision, and flexible adjustments. Additionally, open communication, performance evaluation, and incentive systems further enhance workforce efficiency, fostering a more productive and motivated team (Siraj & Hågen, 2023).

Moreover, educators and government agencies, particularly the Department of Labor and Employment (DOLE), should offer entrepreneurial training programs to equip business owners with essential skills and competencies. These programs enhance business autonomy and encourage new enterprise development (Galvo, Marques, & Ferreira, 2020). Local governments, in collaboration with educators, should facilitate business seminars and

networking events to provide practical experience and professional connections.

Future researchers should expand this study to a broader participant group to address research gaps and contribute to the evolving understanding of multi-business ownership.

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