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## Research Article

### Content Analysis of Undergraduate Research in Business Management at Cavite State University, Philippines

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#### ABSTRACT

This study examined the research trends, methodological characteristics, and thematic alignment of undergraduate research outputs in Business Management at Cavite State University, Philippines, covering the period from 2012 to 2018. Using a descriptive research design and content analysis approach, the study analyzed 492 approved undergraduate theses archived in the university library. The analysis focused on research themes, methodological approaches, alignment with the research agenda of the college, significant findings, recommendations, and the extent of research dissemination.

Results revealed that undergraduate research outputs were predominantly descriptive and concentrated on selected thematic areas such as financial management, consumer behavior, employee rewards and maintenance, supply chain management, and economic development. While most studies aligned with the institutional research agenda—particularly in community development, institutional performance, and organizational capability—several priority areas received limited research attention. The findings also indicated heavy reliance on survey-based methods and non-probability sampling techniques, with minimal use of advanced or mixed research designs. Moreover, dissemination of undergraduate research outputs was notably limited, as few theses were presented in academic forums and none were published.

The study contributes to knowledge by providing a systematic, longitudinal assessment of undergraduate research patterns across multiple business specializations. The findings highlight key gaps in research focus, methodology, and dissemination that have implications for curriculum development, research mentoring, and institutional research policy. Overall, the study underscores the need to strengthen undergraduate research training and support mechanisms to improve research quality, relevance, and scholarly visibility.

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## Introduction

The program Bachelor of Science in Business Management of Cavite State University, Philippines has six major specialization course offerings, namely: Financial Management (FM), Human Resource Development Management (HRDM), Marketing Management (MM), Operations Management (OM), Service Management (SMP), and Business Economics (Econ). It is designed to develop the management skills of those aspiring to be managers and/or the mid-career professionals in both private and public sectors, for them to function effectively within an organization. This program places emphasis on emerging management theories, techniques, and practices.

Theory is blended with activities to give BM students a broad and enriched base for careers in business. The conduct of undergraduate business research study paves way for a broad and enriched base for career in business. Undergraduate business research includes topics, issues, and processes about different fields of business that are systematically recorded and analyzed. This research has a significant role in forming theoretical bases for business policy creation and development of sound business practices (CMO No 39, S. 2006). In addition, these types of work are crucial components in training students to balance collaborative and individual work insofar as determining their areas of interests.

Following Cavanagh's (1997) flexible framework, content analysis was applied to categorize the specific trajectory of CvSU CEMDS undergraduate research. It was used as either qualitative or quantitative method in most studies. However, its application was primarily considered in quantitative research, with text data coded into explicit categories and then described using statistics. According to Morgan (1993), this approach was referred to as quantitative analysis of qualitative data. In recent years, its recognition as a viable a qualitative method of analysis grew in popularity and application (Nandy & Sarvela, 1997).

Content analysis describes a family of analytic approaches ranging from impressionistic, intuitive, interpretive analysis to systematic, strict textual analyses (Rosengren, 1981). The specific type of content analysis approach chosen by a researcher varies with the theoretical and substantive interest of the researcher and the problem being studied (Weber, 1990). Although this flexibility has made content analysis useful for a variety of researchers, the lack of firm definition and procedure has potentially limited the application of content analysis (Tesch, 1990).

Whether using content analysis or some other methodology, after more than two decades, formal evaluation and assessment of the kind and quality of student research under the Business Management program of CvSU have not been undertaken. Hence, lack of basis to describe the progress and direction of undergraduate research output of BM graduates. On such account, a study which will documents and analyze the undergraduate thesis of Business Management students is highly warranted.

Hence, the study primarily determined the research trend among the undergraduate Business Management (BM) students from 2012-2018 of Cavite State University.

Specifically, the study aimed to: (a) to categorize the research area examined by undergraduate Business Management (BM) students from 2012-2018 vis-à-vis the research agenda of the college; (b) to determine the research methodologies used by undergraduate Business Management (BM) students; (c) to determine the significant findings of undergraduate theses of Business Management (BM) students; (d) to determine the different recommendations given by the researches in their research manuscripts; (e) determine the number of the undergraduate research of Business Management (BM) students from 2012-2018 which were presented in conferences, seminars, and in house reviews; and (f) determine the number of the undergraduate researches of Business Management (BM) students from 2012-

2018 which were published. Figure 1 provides an overview of the study.

In recent years, the quality and focus of undergraduate research have gained increasing attention in higher education, particularly in business programs where applied knowledge and research competence are essential. Undergraduate theses provide insights into the academic interests, methodological approaches, and emerging issues prioritized by students.

A content analysis of these research outputs enables institutions to evaluate trends, align topics with industry needs, and identify gaps in research training, as such analysis systematically uncovers thematic emphases, methodological approaches, and under-researched areas in scholarly work (Viberg et al., 2018; Barger et al., 2021).

Given these perspectives, there is a need to conduct this study to assess the thematic directions, methodological choices, and relevance of undergraduate business research at Cavite State University. This ensures that student research remains responsive to current academic and industry trends.

## Methodology

Guided by a content-oriented descriptive framework, this study systematically examined 492 archived Bachelor of Science in Business Management (BSBM) theses completed between 2012 and 2018. Utilizing total enumeration, the analysis encompassed six major fields of specialization: Financial Management, Human Resource Development Management, Marketing Management, Operations Management, and Business Economics. Data were drawn from approved undergraduate theses housed in the university library. Extracted variables included thematic focus, methodological approaches, principal findings, recommendations, manuscript length, and research outputs presented or published. These elements were subsequently aligned with the research agenda of the college. To distill patterns and trends, descriptive statistical techniques—frequency counts, percentage distributions, trend analysis, and cross-tabulations—were employed. The findings served as the empirical basis for policy recommendations aimed at strengthening the quality, relevance, and future direction

of undergraduate research within the discipline.

## Results and Discussions:

### **Research Areas of BM Undergraduate Researches**

#### *Vis-à-vis Research Agenda of the College*

The findings demonstrate a generally strong alignment between undergraduate Business Management research outputs and the college's research agenda. Over the seven-year period examined, the majority of the 492 completed undergraduate theses addressed thematic areas consistent with the college's priority research domains, particularly enterprise profitability and sustainability, institutional performance, organizational capability and needs, community development, and supply-demand analysis. This alignment suggests that undergraduate research activities are broadly responsive to institutional research directions and that students are guided toward topics with practical relevance to organizational and socio-economic contexts.

Across the different specializations, distinct thematic concentrations became evident. In Financial Management, scholarly work gravitated toward practices, performance, and financial literacy, signaling a pronounced student engagement with both firm-level outcomes and individual financial behavior. Marketing Management research, in turn, was largely anchored in explorations of consumer behavior and business performance, reflecting the pragmatic and market-responsive orientation of undergraduate inquiry. Within Human Resource Development Management, the recurring focus on employee retention, rewards, and professional growth underscored a concern for workforce effectiveness and organizational resilience. Operations Management investigations clustered around supply chain dynamics and occupational safety, while Business Economics studies frequently addressed issues of development, labor, and gender, highlighting students' attentiveness to broader socio-economic dimensions.

While these dominant themes reinforce the applied nature of undergraduate business research, the uneven distribution of topics across specializations points to thematic saturation in

certain areas and underrepresentation in others. Research agenda components such as environmental protection and management, macroeconomic policies and international relations, and gender participation in socio-economic development were comparatively less explored. This imbalance suggests that, despite overall alignment, some institutional research priorities are not being sufficiently translated into undergraduate research topics. As a result, opportunities to broaden students' analytical perspectives and engage them in emerging or complex policy-oriented issues remain limited.

The findings further indicate that undergraduate research topic selection is influenced not only by institutional research agendas but also by perceived feasibility, availability of participants, and familiarity with descriptive approaches. Consequently, frequently studied

topics tend to be those that are easier to operationalize at the undergraduate level. This underscores the need for more deliberate research mentoring and clearer thematic guidance to encourage diversification of research areas without compromising feasibility.

Overall, the strong alignment between undergraduate theses and the Research Agenda of the College affirms the relevance of current research directions. However, the observed concentration of topics highlights the importance of periodically reviewing approved research themes. Such reviews can help academic leaders strategically balance topic approval, strengthen underrepresented research areas, and ensure that undergraduate research contributes more holistically to institutional research goals, curriculum development, and evidence-based policy formulation.

### RESEARCH AREA VIS-À-VIS COLLEGE RESEARCH AGENDA

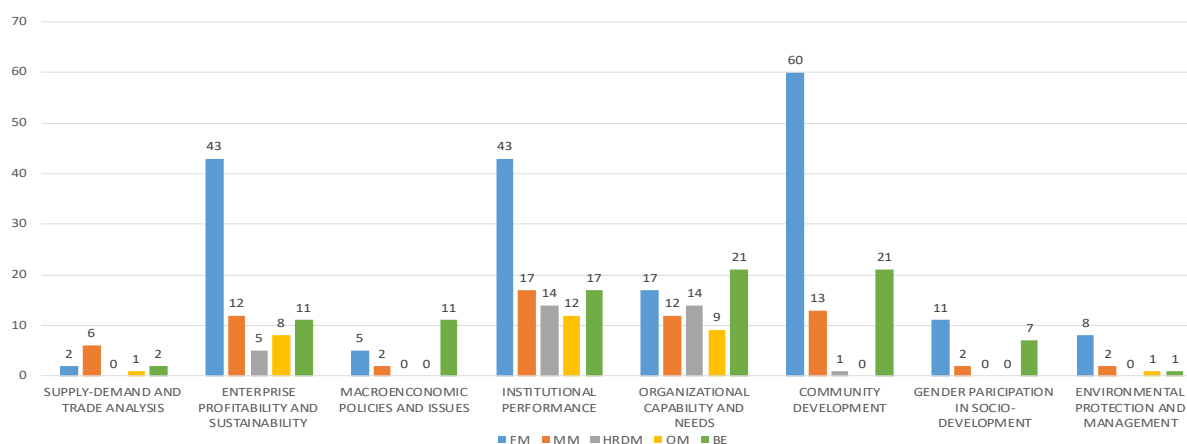


Figure 1. Thematic areas of conducted undergraduate researches of BM students from (2012-2018)

#### Methodologies of Undergraduate Researches of Business Management (BM) Students of CVSU

The research methodologies used by undergraduate Business Management students described in this study included the research design, sources of data, research instruments, sampling technique, number of participants, and participants of the study.

The undergraduate Business Management students used several research designs. Descriptive research was by far the more popular

research design as it was used by 483 out of the 492 undergraduate BM students conducted. This research design focuses more on the “what” of the research subject, which is a primary concern among social science researches. It was followed by correlational research with 291, then by comparative research design having 42 research. Other research designs such as causal/explanatory, exploratory, and evaluative were used less frequently with 28, 2, and 1 time respectively (Figure 2).

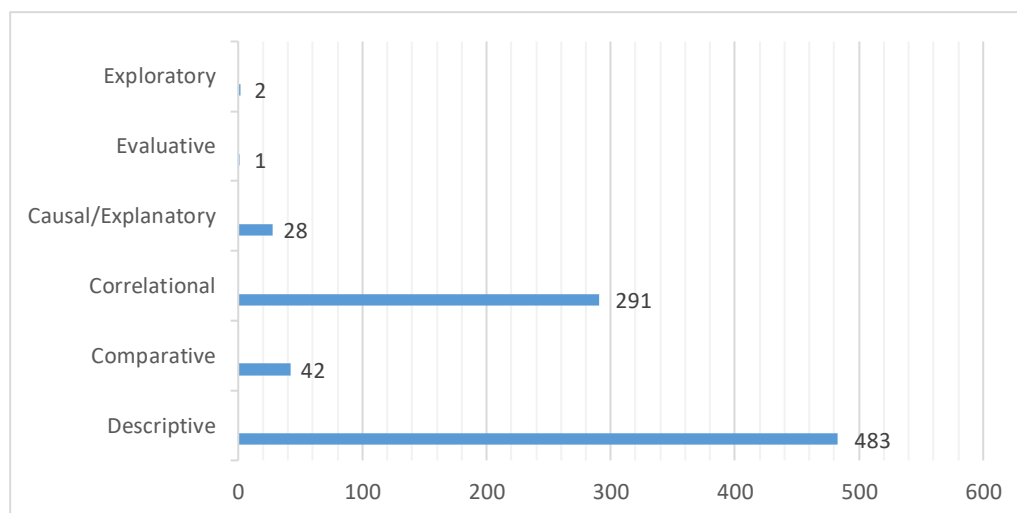


Figure 2. Research design of BM undergraduate research

Analysis showed that majority of the Business Management theses (87 percent) combined both primary and secondary data. A smaller share—8 percent—relied only on primary sources, while 5 percent used secondary data alone. A typical approach among students is to begin with secondary data, often to

identify participants or set the study's scope, and then move on to primary data collection through surveys, interviews, or similar tools. This stepwise method reflects a practical style of research, blending existing records with firsthand evidence to strengthen reliability and relevance (Figure 3).

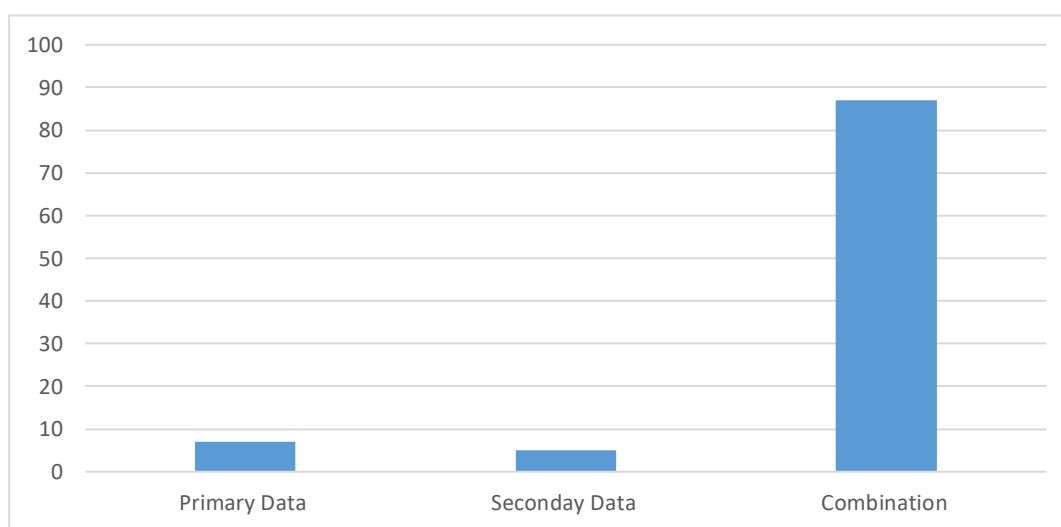


Figure 3. BM undergraduate research's source of data

Majority (81%) of the conducted theses of BM students used questionnaires as the research instrument while nine percent used interview schedules. There were also conducted theses that used both questionnaire and

interview schedules (5%). On the other hand, those theses that only used secondary data accounted for five percent. Figure 5 shows the research instrument used by the approved research.

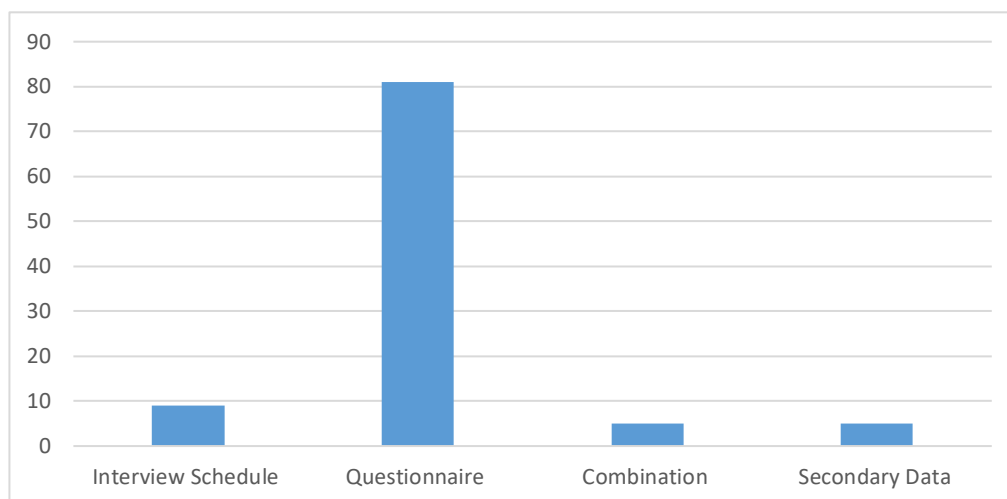


Figure 4. Research instruments used by BM researches

Thirty-two of the undergraduate theses of BM students conducted from 2012-2018 used total enumeration, while the rest of the theses used samples instead of the total population as their participants. Purposive sampling technique was evidently the more popular choice with 166 studies opting to use such technique. This was followed by quota sampling, used by 95 studies, then by stratified sampling with 84

studies utilizing such technique, followed closely by simple random sampling with 83 studies. There were also 39 studies that used convenience sampling techniques, while other sampling techniques that were seldom used in BM studies includes, snowball sampling, multi-stage sampling, and cluster sampling (see figure 5).

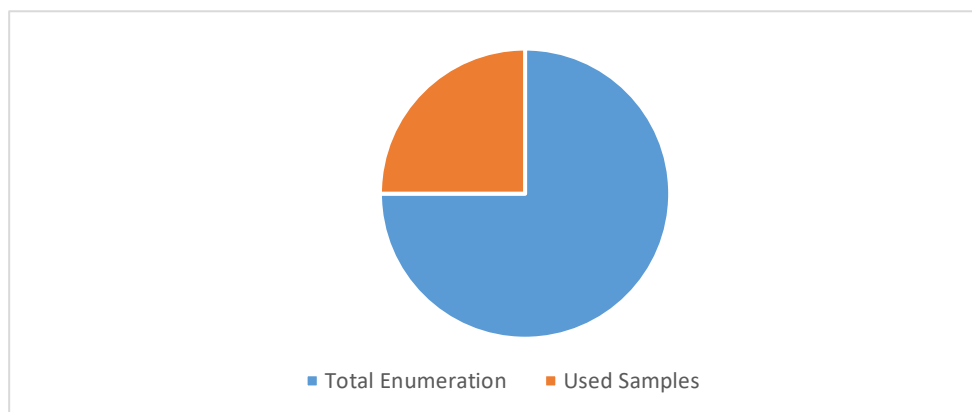


Figure 5. Sampling used by BM researches

Documentation of BM research revealed that the largest number of participants in a single study reached 600 participants. Results also revealed that 179 of the theses conducted had 101-200 participants (ranked number 1) followed by those having 100-and below participants (154 theses), 201-300 participants ranked third with 84 theses conducted. Others had participants between 301 to 400 (55 theses) and 400 and up (9 conducted theses).

There were also 27 research that were conducted with no participants, since data for these studies came from secondary sources.

The participants of the undergraduate research could also be categorized according to their profession, position, or nature of work. Out of all the undergraduate BM theses conducted from 2012-2018, 132 had employees as their participants. One hundred twenty theses surveyed or interviewed business owners and

entrepreneurs. These results are expected since BM students were advised to focus their research topics on business organizations and their employees. Other participants used in the conduct of BM undergraduate theses include

students, households, teachers, other professionals, administrators, graduates, senior citizens, farmer's/fisher folks, tourists and others (see figure 6).

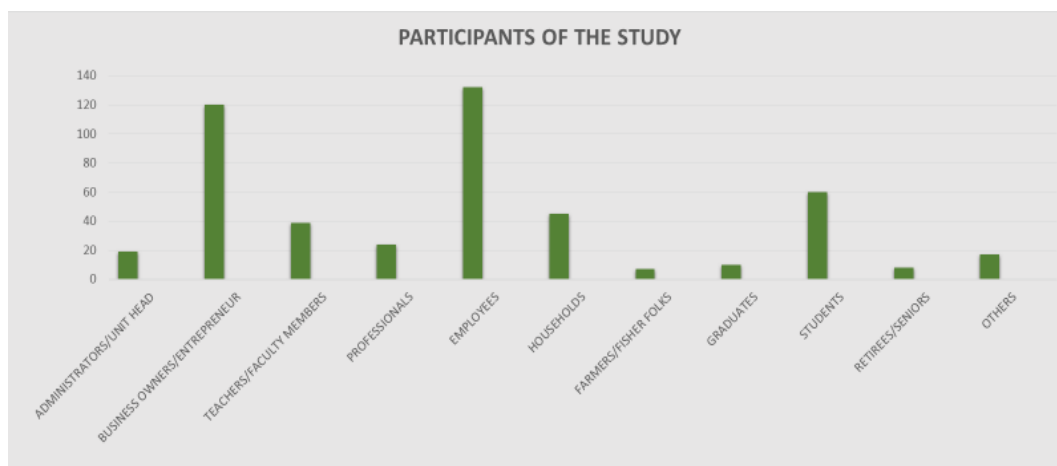


Figure 6. Participants of the undergraduate research of BM students from 2012-2018

### **Significant Findings of Undergraduate Research of Business Management Students from 2012-2018**

Significant findings of undergraduate theses of Business Management students from 2012-2018 are presented according to their specializations and topics of the study. Out of the five major specializations, the study identified 37 focus topics, wherein Financial Management majors had significant findings for nine focused topics, Marketing Management had eight, Operations Management had seven topics, Human Resource Development Management with 3, while Business Economics research provided significant finding in 10 focus topics. However, not all these were statistically significant due to their descriptive research design.

**Significant Findings of Financial Management Theses.** Undergraduate theses of Financial Management students focused on nine general topics, from which, statistically significant results are presented.

Financial performance studies were categorized based on the industry or the group of individuals being studied. Twelve groups were identified which included production/manufacturing, retail merchandising, cooperatives,

banking institutions, non-banking institutions, export companies, online shopping business, poultry business, MSMEs, EDP proprietors, retirees, and entrepreneurs.

Analysis of the undergraduate studies conducted shows that financial performance of selected manufacturing companies correlated to their business profile, while the financial performance of alcohol and cigarette manufacturing companies was affected by the implementation of the Sin Tax Reform Act. Retail and merchandising businesses' financial performance on the other hand, was found to be influenced by the retailers' socio-demographic profile, business profile, risk taking behavior of the entrepreneur, and the level of tax preparation. Cooperatives' financial performance, specifically when it comes to financial viability, associated to the business profile of the cooperative.

Theses that studied the performance of export businesses showed that their financial performance was negatively influenced by the prevailing exchange rate and size of total exports. Likewise, universal banks' profitability was negatively influenced by its size. In addition, non-banking institutions' profitability was found to be affected by the peso depreciation. On the part of on-line shopping businesses, their profitability was influenced by their years

of operation, their credit terms, suppliers' terms of credit, inventory turnover, and their inventory holding period. Similarly, capital structure was found to significantly affect poultry businesses' profitability.

Performance of MSMEs in terms of their profitability, sales, financial stability, liquidity, capital expenditure and capital structure was found to be related with business characteristics, number of competitors, cash control, nature of capital expenditure, CSR programs, commitment of managers, amount of loan, and size of revolving capital. When it comes to the financial performance of EDP proprietors, business owners, and retirees, their financial risk tolerance, socio-demographic profile, initial capital, working capital utilization, and their financial stability were found to be significantly influential.

Theses that measured the financial literacy of entrepreneurs, students, professionals, and households were also conducted. Significant findings are presented.

Results of the studies showed that financial literacy of entrepreneurs and business owners was influenced by socio-demographic profile, behavioral bias, herding bias, and overconfidence bias. Students and graduates' financial literacy, on the other hand, was influenced by their socio-demographic profile, social factors, financial inclusion, and financial attitude and knowledge.

Professionals' financial literacy on the other hand, was found to be related to their current work position. Consequently, financial literacy was a significant factor in the professionals' retirement readiness. In the same manner, households' financial literacy was influenced by the households' profile. It was also concluded that the households' financial condition is affected by their financial literacy.

Financial management topics were grouped based on the 15 identified participants namely: students, professionals, non-professionals, entrepreneurs, employees, households, retail/merchandising business, BPO employees, senior citizens, micro-finance institutions, LGU officers, insurance companies, cooperatives, service-oriented businesses, and micro-enterprises.

In terms of the financial management of students, their socio-demographic profile, financial proficiency, type of school, scholarship received, personal finance knowledge, and level of investment awareness were found to be significant indicators. On the other hand, professionals' financial management practices were influenced by their socio-demographic profile, risk tolerance, financial independence, and their financial attitude and preparation. Results of the undergraduate theses also showed that entrepreneurs' financial management practices were significantly related to their socio-demographic profile, monthly income from the business, risk tolerance, capital formation, level of financial competency, source of financing, financial access, and financial knowledge.

Employees' financial management practices were found to be significantly related to their socio-demographic profile, risk appetite, financial stability, and financial knowledge. Similarly, households' financial management practices were influenced by the household profile, risk tolerance, and financial management attitude. In terms of the retail and merchandising businesses, results showed that business characteristics and educational attainment of the manager greatly influenced their financial management practices. For service-oriented businesses, their financial management practices were significantly related to the owners' financial planning skills, level of working capital management skills, and financing decision skills.

Financial management practices of cooperatives were also identified in several studies, results showed that it was influenced by the cooperatives' sources of funds, fund allocation, credit management, and capitalization. In addition, risk management and credit and collection practices were found to influence the financial management practices of micro-finance institutions. For BPO employees, their socio-demographic profile, materialism, compulsive buying behavior, and self-efficacy were found to influence their financial management practices. Furthermore, the socio-demographic profile, risk tolerance, and financial literacy were believed to influence the financial management of non-professionals. Both senior citizens and



LGU officers' financial management practices were significantly related to their profile.

Undergraduate thesis results revealed that when it comes to service-oriented businesses, their business profile, net profit, and operating profit were very significant in their profit maximization strategy decisions.

Undergraduate theses that focused on credit and financing were able to identify several significant findings related to this topic. For retail and merchandising businesses, business profile, and days sales in account receivable were significantly related to their credit and collection practices. Likewise, small scale micro enterprises' financing decisions such as capital financing, choice of short-term financing, financing expenditures, and implementation of financing strategies are significantly influenced by their business profile. On the other hand, salary from employment, income from farming, loans availed, and income from properties were the source of financing among livestock and poultry farmers. In terms of the credit accessibility of service-oriented businesses, results of the studies showed negative effects of the high interest rates, and collateral requirements in their ability to avail credit.

For cooperatives members, their socio-demographic profile was found to influence their credit/loan utilization, credit satisfaction, and payment performance. The profile of teachers influenced their credit decisions. Also, the type of credit they availed was related to their purpose of availing the loan. Members of micro-credit institutions, on the other hand, availed credit products based on their profile. Households' ability to avail credit had an impact on their socio-economic well-being. When it comes to employees, results showed that their credit status was related to their credit consciousness. A study about the credit behavior of PUV drivers found significant differences in the loaned amount and their loan providers based on several demographic profile variables.

Financial inclusion studies found that farmers and employees' respective profiles affect their usage of financial services. Likewise, farmers' farm characteristics were significantly related to the level of their financial inclusion.

Only one completed research was conducted as tracer study. It was found out that

Business Management graduates were mostly employed in private firms, some were employed in government; while least number of graduates were self-employed or engaged in business.

Undergraduate theses that focused on tax and taxation compliance found that business owners' tax compliance attitude was related with their socio-demographic profile while Sin Tax Law implementation affected the consumption of cigarettes.

**Significant Findings of Marketing Management Theses.** Significant findings of Business Management major in Marketing undergraduate theses according to their focus of study.

Personality traits of the employees are relevant to the sales performance of service-oriented businesses. On the other hand, customer personal attention, physical appearance and customer relationship management are factors that are significant to sales performance of product-oriented businesses.

Physical evidence, location and price are relevant to consumer behavior for services whereas age and gender are relevant to consumer behavior for consumer products. Results of the studies revealed that millennials are the group of people who most use electronic products and that social needs have significant relationship to consumer behavior.

Transportation is the most availed and accepted services in the studies conducted. Among the transportation services, Grab is the most common transport services provider among the transport network vehicle service (TNVS). Studies on quality service have revealed that assurance is the most significant dimension towards customer satisfaction. In addition, companies had moderate awareness on the term and concept of green marketing.

Four studies were conducted on electronic marketing research topics. It revealed that millennials are the ones who are most engaged in online shopping. Social media is the most influential in information search among all the steps in the buying process. In relation to this, mobile phones and tablets are the most used devices for mobile marketing.

Undergraduate theses which focused on the different aspects of marketing strategies, showed that promotional strategies are related to gross monthly income. Emotional advertisements through social media are the most effective advertising and promotion strategy. Price, store promotions and product labels are most helpful in the purchase decision of product-oriented companies. Brand image is the most effective indicative design for mobile network subscribers.

There was only one study conducted on the supply analysis of papaya in the Philippines. It revealed that area planted and price of complete fertilizer were significantly related to the quantity supplied.

There was a single study conducted about consumer service expectation on selected health and wellness centers in Cavite. The study revealed that there is a significant difference between the gender of the respondents and their levels of expectation towards the service provider's knowledge.

There were two tracer studies conducted during 2012-2018, one was for BM Marketing Management graduates and while the other one was for BM Economics graduates. Results showed that more than half of the graduates were employed in private firms for both marketing management and economics.

**Significant findings on Operations Management Theses.** Undergraduate theses of Operations Management students focused on eight general topics. Out of the 28 conducted studies, only 23 with statistically significant results.

Undergraduate theses on supply chain management found that efficient supply management was linked to the transportation used and type of customers. Likewise, productivity and profitability were significantly influenced by efficient supply management in terms of inventory management. Several studies also found that quality of products, dependability of production, and speed of operations can be traced to supply management practices of a company. Business profile and amount of capitalization were significantly related to inventory of raw materials and packaging. In terms of using technology in inventory management,

micro-enterprises' capability was found to be influenced by their level of awareness towards inventory management technology.

Out of the three theses which measured the research and academic performance of faculty and students at the university, results showed that age, length of service, job satisfaction, and motivations in terms of promotion and good pay were significant for faculty members to conduct research. On the part of the students' academic performance, they were found to be influenced by their study habits and attitudes.

Results of a single study about corporate social responsibility revealed that employees' participation in the CSR initiatives was influenced by their awareness of such CSR initiatives of the company.

Environmental management study which measured the compliance towards the selective plastic ban ordinance found significant differences in the level of compliance of businesses based on the type of business organizations. Similarly, awareness towards workplace safety was found to be related to the employees' age, sex and length of service.

Business performance studies in terms of financial and operational performance were found to be significantly related to business profile. In addition, turnover rate of health and beauty products was related to the business' initial and operating capital. For employees' productivity, business profile and workplace incivility were found to be significant factors.

Of the two studies about service quality assessment and acceptability, results showed that SERVQUAL variables influenced service quality perception, while store lay-out was a significant determinant of impulse buying behavior.

In assessing the BSBM on the job training performance, results revealed that multi-tasking and interpersonal skills were the most prominent among BM students during their training. However, OJT trainees were found to be least competent in the application of technology and somewhat lacked entrepreneurial spirit.

**Significant Findings on Human Resource Management Theses.** Out of the five major research topics of the research conducted under

the Business Management major in Human Resource Management, only those studies with statistically significant results were discussed.

Undergraduate theses which focused on human resource practices are found to be related to effective commitment and organizational practices. On the other hand, risk management practices and workplace safety significantly influenced the organizations' risk assessment. While physical surroundings have significant relation to the employees' intention to quit their job. Similarly results of a study showed that level of service quality is significantly affected by the employees' well-being.

Several human resource development indicators were measured in the theses of Human Resource Management students. Results revealed that employees' job performance, including their productivity, is related to their socio-demographic profile, work engagement, accommodating strategy, work values and work stress and well-being. Likewise, the employees' ability to adapt to a flexible working arrangement was influenced by their academic performance and work-life conflict. Employees' development was also found to be a product of the organizations' training program.

Results of the studies showed that employees' motivation is significantly influenced by multiple factors which included conflict resolution, employee benefits, grievance management, leadership style, organizational commitment, rewards and recognition and working conditions. In terms of employee satisfaction, their commitment, work values and quality of work life were found to be significant indicators. Other findings showed that continuance and affective commitment of employees influenced their burnout tendencies, performance, job engagement and self-efficacy.

**Significant Findings on Business Economics Theses.** The detailed discussion of the significant findings of undergraduate theses of Business Management major in Business Economics students, wherein nine topics were identified. Only the findings of studies that appeared to be statistically significant were included.

Theses about economic development revealed that population, inflation, and

infrastructures are significant factors of development. In addition, human development was found to affect the level of food security.

Results of the studies about gender and development showed that male faculty members' income is significantly related to their employment status, number of dependents, educational attainment, and years in service. Compared to female faculty members, their age, number of dependents, educational attainment, and years in service are found to be significantly related to their income level. Difference in the income between male and female was observed among production employees.

Significant difference was found in the number of females compared to male workers in the provinces of Region IV-A. In terms of types of employment and nature of work among female headed households, their educational attainment, and age were found to be determining factors. Similarly, workers' nature of appointment was statistically linked to their age, civil status, and length of service. In addition, the number of students in the private higher educational institutions in Cavite determine its manpower requirements.

Supply analysis of banana and pineapple in Cavite revealed that supply was significantly affected by the price and area planted while negatively affected by the price of inputs such as wage and fertilizers. On the other hand, demand for internet connection services was positively correlated to the number of household members who are earning, and the number of dependents.

A single study about the profitability of funeral parlors showed that the age of the owner and their initial capitalization affect their profitability ratio measures. In addition, a study on socio-economic conditions showed that standard of living was influenced by the demographic profile of households. Results of a single study revealed a positive correlation between price and production volume.

Job performance was found to be significantly related to the workers' socio-demographic characteristics. Moreover, students' academic performance was significantly related to their enrollment status, household size, scholarship availed, study time, and their mother's academic attainment. Level of

expenditure was found to be significantly related to socio-demographic profile. Likewise, transportation, clothing, and utility expenditures of students depend significantly on the amount of their monthly allowance.

### **Recommendations of Conducted Researches of Undergraduate BM Students from 2012-2018**

The common recommendations given by the authors in their manuscripts were summarized accordingly as shown in Figure 6. There were 11 general recommendations for theses under the five majors of Business Management namely, Financial Management, Marketing Management, Operations Management, Human Resource Development Management and Business Economics.

It can be observed that the recommendations given were somehow interrelated. In general, among the 11 recommendations, numbers 5, 8 and 1 recommendations were the top three frequently mentioned.

Recommendation 5 which was about “*creating activities or strategies such as certain programs, seminars or trainings*” was recommended on 221 out of 492 (45%) theses under the five majors. This was followed by recommendation 8 “*conducting further studies*” which was proposed by many on 178 (36%) theses related to Financial Management, Human Resource Development Management and Business Economics. Recommendation 1, “*improving the performance / condition / system / practices* (35%)” ranked third as the most frequently recommended on the theses associated with all fields.

Both Financial Management and Marketing Management had seven general recommendations, Operations Management had four, Human Resource Development Management with 11, while Business Economics had 10 recommendations

The recommendations that were frequently suggested for each major were the following:

**Recommendations for Financial Management.** (a) “Conducting further research specifically by using other variables, participants, way of measurements and scope (51%)” was recommended by many on theses related to financial management and financial performance.

(b) “Improving the performance (42%)” was frequently recommended on the theses concerning also the two topics previously mentioned. (c) “Creating or involving activities or strategies such as programs, seminars or trainings” with 40 percent was recommended by many mostly on financial management. (d) “Identifying and creating guidelines (18%)” was frequently mentioned on theses related to financial management and financial performance. Few similar recommendations were suggested on related topics of financial management, financial performance and financial literacy such as (e) “continue current performance with their jobs or activities (7%)”; (f) “motivate and create interest (6%)”; and (g) “provide capability enhancement program and financial support (4%)”.

**Recommendations for Marketing Management.** The recommendation which was about “continuing the current performance (30%)” was recommended by many on the theses related to business performance. Recommendation 5, on “creating activities or strategies such as certain programs, seminars or training (25%)” was recommended by many studies on consumer behavior. Recommendation 4, “provide capability enhancement program and financial support (11%)” was frequently recommended on the theses concerning consumer behavior and service marketing.

**Recommendations for Operations Management.** Majority (89%) of the research in Operations Management on all research topics proposed “creating activities or strategies (programs, seminar or training)”. Half (50%) recommended “improving the performance / condition / system / practices mostly on studies regarding business performance/employee productivity. The other two recommendations were “providing capability enhancement program and financial support (36%)” and “reviewing and evaluating current performance (25%)”.

**Recommendations for Human Resource Development Management.** More than half (57%) of the studies in this major recommended “creating activities or strategies such as certain programs, seminars or training” on the theses related to the four major topics -

strategies, management practices, development of human resources and maintenance and rewarding of employees. This was followed by recommendations on “providing capability enhancement program and financial support (32%)” which focused on management practices and maintenance and rewarding of employees and “conducting further studies (32%)” for researches related to development of human resource and maintenance and rewarding of employees, and “improving the performance / condition / system / practices (30%) on the topic maintenance and rewarding of employees. Other recommendations were given in the remaining studies.

**Recommendations for Business Economics.** The recommendations “conducting further

studies” and “improving the performance” both at forty-seven percent were suggested by many on the theses related to labor. “Creating activities or strategies such as programs, seminars or trainings)” (37%) was recommended on the studies associated with gender and development. Then, “providing capability enhancement program and financial support (33%)” was most frequently mentioned on theses related to economic development. Other recommendations suggested were “identify and create guidelines (20%)”, “motivate and create interest (20%)”, “implementation (18%)”, “data improvement” (4%), “continue current performance (in their jobs/activities)” (2%), and “disseminate information” (2%).

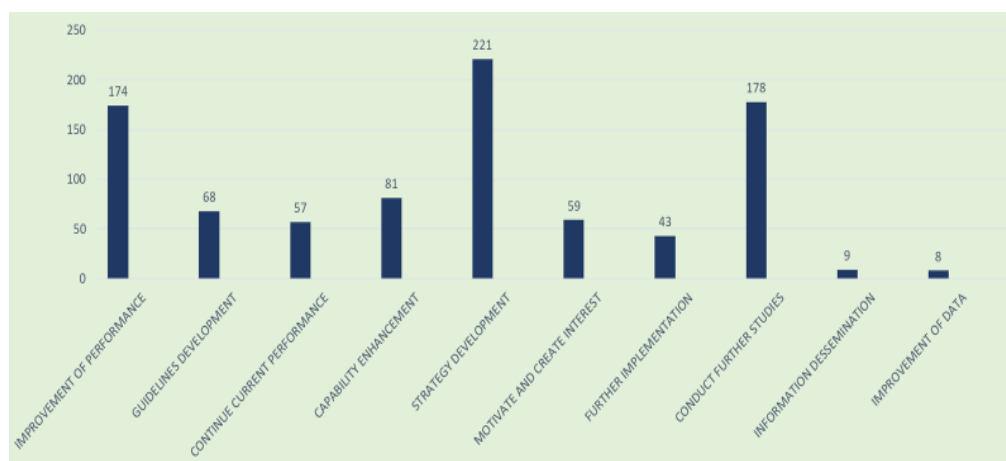


Figure 7. Summary of the recommendations of BM undergraduate researches

## Findings and Recommendations: Research Findings

Based on the results of the study, several key findings were established. The undergraduate theses in Business Management completed from 2012 to 2018 were predominantly descriptive in nature and commonly focused on areas such as financial management, consumer behavior, employee maintenance and reward systems, supply chain management, and economic development. The findings further revealed that these theses were generally aligned with the Research Agenda of the College, particularly in the areas of community development, institutional performance, and organizational capability and needs. However, the analysis showed an imbalance in topic distribution

across the five Business Management specialization programs, with certain thematic areas being extensively studied while others received limited research attention. Moreover, the dissemination of research outputs was minimal, as only a few theses were presented in academic forums, and none were published in scholarly journals.

## Recommendations

In light of the findings the following recommendations were given:

1. The digital archiving of students' theses to ensure easier access for future researchers;
2. The integration of topics on alternative research methodologies, such as qualitative

- and mixed-methods, into the research curriculum; and
3. The encouragement of students and faculty members to participate in seminars, capacity-building trainings, and conferences to enhance their knowledge and exposure to current research trends and methodological updates.
  4. The use of other more sophisticated research designs and methodologies in the conduct of undergraduate theses in the college is highly recommended.
  5. In the next five years, for FM majors; consumer behavior for MM majors; employee rewards/benefits for HRM majors; and supply chain for OM majors.
  6. Undergraduate theses of BM students are also recommended to focus on environmental protection and management and supply/demand and trade analysis topics since these are the less studied among the thematic areas.
  7. The department handling Business Management courses need to encourage and motivate their student researchers to present their theses through exposure in the different local, regional national, and even international research fora.
  8. Publication of student researches is recommended, preferably in international publications.
  9. The collection of undergraduate theses at the CEMDS Reading Room and University Library need regular review and updating.

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