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Research Article

Understanding Gender Roles among Microenterprises: An Emphasis on Entrepreneurial Activities

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ABSTRACT

Entrepreneurship has proven to become a potent economic opportunity augmenting activity that transcends the economic status quo, social strata, and even gender classification. Hence, the researchers aimed to understand gender roles among micro-enterprises in General Trias City and Tanza, Cavite, as a baseline study in undertaking gender-sensitive approach analysis to the enterprise. The study used descriptive design and purposive sampling methods in selecting 30 female and 30 male respondents in General Trias City and Tanza, Cavite. Findings showed that microenterprise business owners were dominated by 20 to 23 years old in both sexes, mostly single college undergraduates and having more than three years in operation. The study revealed the majority of male and female participants answered variably concerning gender roles among entrepreneurs in terms of; conflict management, mindset creation, emotion setting, planning, leading, organizing, controlling, and directing. On the other hand, 60 participants answered variably in participation roles among entrepreneurs in terms of; conflict management, mindset creation, emotion setting, planning, leading, organizing, controlling, and directing. Hence, the researchers' recommendations arrived at through gender roles analysis using the gender role attitude scale and degree of gender participation-role among entrepreneurs crafted towards the promotion of harmonious activities within enterprises concerning specific gender roles and their respective enterprise activities.

Keywords: *entrepreneurial activities, entrepreneurs, gender roles, management, microenterprise*

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Introduction

Microenterprises are vital in providing employment opportunities to poor workers, especially in developing nations. This critical sector offers potential improvement in the quality of life for the poor class (Hassan & Ahmad, 2016). The role of poverty seems to be the primary cause of the growth of micro, small and medium enterprises (Tambunan, 2019). Microenterprises in the Philippines are one of the contributors to economic growth despite their size compared to multinational and big companies. The government considers it one of the economy's lifeblood and values its importance (Tecson, 2022). Under Republic Act No. 9178 or the BMBEs Act of 2002, a micro-enterprise is referred to as any business entity or enterprise engaged in the production, processing, or manufacturing of products or commodities, including agro-processing, trading, and services whose total assets, excluding land, shall not be more than 3 million pesos. Even though the Philippines has one of the fastest-growing economies in Asia, progress has yet to be inclusive. Millions of Filipinos live below the poverty line, and the nation has the worst incidence of inequality in the Association of Southeast Asian Nations. It also faces other concerning trends, such as the gender gap (Ito & Shahnaz, 2019).

Various variables influence the level of impact of entrepreneurship on the economy, including quality, gender distribution, and type of entrepreneurial activity. Moreover, women's entrepreneurship and gender equality are essential components of economic growth (Sarfraz et al., 2014). Gender role ideology refers to a person's beliefs about how sex shapes and should shape women's and men's roles. Gender roles were social and psychological rather than biological structures. At work and home, men and women may have equal responsibilities (Al Mamun & Fazal, 2018). According to Coleman (2016), a commonly held and widely accepted belief in entrepreneurship is that women-owned companies perform worse than those controlled by men. However, looking at the variables such as industry, business size, and length of business operations, women and men do not differ in terms of indicators of firm survival and profitability. Due to the commitment

to achieving equal opportunities for women being a key priority, gender-related corporate social responsibility (CSR) activities are getting increasing attention from all stakeholders (Gutierrez & Fernandez, 2020). Considerably, during the pandemic, the market environment changed from a high focus on brick-and-mortar enterprises to a click-and-mortar business model (Alarca et al., 2022). It has brought challenges and modifications to the various roles that entrepreneurs have to perform, considering the vast effect of the pandemic on the different aspects of the enterprise (Dagpin et al., 2022).

Thus, this research aimed to understand gender roles among microenterprises through a systematic inquiry into the entrepreneurs in Tanza and General Trias City. It also aimed to capture the status quo of gender roles among microenterprises which can be a platform for a harmonious business environment among sexes.

Methods

Research Design

The researchers used the descriptive survey method in this research. Descriptive research gathers quantifiable data for statistical analysis using common market research instruments that allow for the collection and description of demographic groups. The questionnaire will be done and used to answer the questionnaire about understanding gender roles among micro-enterprises: An emphasis on entrepreneurial activities to gather the appropriate information from selected respondents.

Sampling Design

The researchers used a purposive non-probability sampling technique. The researchers purposively selected microenterprises in General Trias City and Tanza, Cavite, duly registered under the Department of Trade and Industry. The researchers targeted 30 male participants and 30 female participants. Moreover, the validated survey questionnaires were distributed to the respondents by answering the survey through e-mail and online forms.

Research Instrument

The research instrument used an online questionnaire answerable by a five-point Likert scale to gather the needed data for the student’s profile. The draft of the survey questionnaire was drawn out based on the researchers’ readings, previous studies, and professional literature published and unpublished thesis relevant to the study. In the instrument’s preparation, the requirement for designing a good data collection instrument was considered. The Cronbach alpha was used to test the scale of reliability of the pilot testing, which was computed at 0.73, indicating that the variables were accepted, valid, and reliable. Considerably the instrument was validated by the Gender and Development Unit of Campus through its GAD expert to ensure GAD sensitivity compliance.

Data Gathering Procedure

The researchers conducted an online survey questionnaire. The respondents of the study were the DTI registered microenterprises business owners or managers in General Trias City and Tanza, Cavite. Participants were selected by using online survey questionnaires to answer the questions regarding understanding gender roles among micro-enterprises: an emphasis on entrepreneurial activities.

Statistical Treatment

The researchers used frequency count, percentage, Likert scale, and rank to analyze and interpret the data. The demographic profile of the participants in terms of age, gender, highest educational attainment, civil status, and years of being an entrepreneur was determined by the frequency count, frequency percentage, and rank.

Results and Discussion

Table 1. Age of the female participants

Category	Frequency	Percentage
16 to 19 years old	3	10.00
20 to 23 years old	11	36.70
24 to 27 years old	2	6.70
28 to 31 years old	5	16.70
32 to 35 years old	5	16.70
35 to 44 years old	2	6.70
45 to 54 years old	2	6.70
Total	30	100.00

Table 1 showed that the majority of the female participants in this study were 20 to 23 years old, with 11 out of 30 or 36.70%. In contrast minority of the female participant were

from ages 24 to 27 years old, with one out of 30 or 6.70%. This only means that 20 to 23 years old females dominate the micro-enterprise business owner.

Table 2. Age of the male participants

Category	Frequency	Percentage
16 to 19 years old	5	16.70
20 to 23 years old	11	36.70
24 to 27 years old	4	13.30
28 to 31 years old	3	10.00
32 to 35 years old	2	6.70
35 to 44 years old	1	3.30
45 to 54 years old	4	13.30
Total	30	100.00

Table 2 showed that the majority of the male participants in this study were 20 to 23 years old, with 11 out of 30 or 36.70%. In contrast minority of the male participants were from ages

28 to 31 years old, 35 to 44 years old, and 45 to 54 years old, with two out of 30 or 6.70%. This only means that 20 to 23 years old males dominate the micro-enterprise business owner.

Table 3. Highest educational attainment of the female participants

Category	Frequency	Percentage
Elementary Graduate	1	3.30
Highschool Graduate	8	26.70
College Undergraduate	16	53.30
College Graduate	5	6.70
Total	30	100.00

Table 3 shows the frequency and percentage of the highest educational attainment of micro-enterprise business owners. It showed that majority of the female respondent's highest educa-

tional attainment were college undergraduates, with 16 out of 30 or 53.30%. The table revealed that female college undergraduates dominated the micro-enterprise business owners in General Trias City and Tanza, Cavite.

Table 4. Highest educational attainment of the male participants

Category	Frequency	Percentage
Elementary Graduate	1	3.30
Highschool Undergraduate	4	13.30
Highschool Graduate	4	13.30
College Undergraduate	16	53.30
College Graduate	5	16.70
Total	30	100.00

Table 4 shows the frequency and percentage of the highest educational attainment of micro-enterprise business owners. It showed that majority of the male respondents' highest educational attainment were college undergradu-

ates, with 16 out of 30 or 53.30%. The table revealed that male college undergraduates dominated the micro-enterprise business owners in General Trias City and Tanza, Cavite.

Table 5. Civil status of the female participants

Category	Frequency	Percentage
Single	20	66.70
Married	9	30.00
Cohabitation	1	3.30
Total	30	100.00

Table 5 shows the frequency and percentage of civil status of micro-enterprise business owners. Out of 30 females, most of the respondents in this study were single, with 66.70% of the total female participants, while one or

3.30% were cohabitating. The table revealed that the micro-enterprise business owner in General Trias City and Tanza, Cavite, were dominated by female single-status respondents.

Table 6. Civil status of the male participants

Category	Frequency	Percentage
Single	25	83.30
Married	4	13.30
Separated	1	3.30
Total	30	100.00

Table 6 shows the frequency and percentage of civil status of micro-enterprise business owners. Out of 30 males, most of the respondents in this study were single, with 83.30% of the total male participants. In contrast, 3.30%

of our participants were separated. The table revealed that the micro-enterprise business owners in General Trias City and Tanza, Cavite, were dominated by male single-status respondents.

Table 7. Years of being an entrepreneur of female participants

Category	Frequency	Percentage
less than 12 months	6	20.00
one to two years	19	30.00
two to three years	2	6.70
more than three years	13	43.30
Total	30	100.00

Table 7 shows the frequency and percentage of years of being a micro-enterprise business owner. 13 out of 30 females, or 43.30% of the respondents, were more than three years of being entrepreneurs, while two out of 30, or 6.70%, were two to three years of being an

entrepreneur. The table revealed that the micro-enterprise business owners in General Trias City and Tanza, Cavite, were dominated by females who were more than three years in their respective businesses.

Table 8. Years of being an entrepreneur of male participants

Category	Frequency	Percentage
less than 12 months	11	20.00
one to two years	6	30.00
two to three years	4	6.70
more than three years	9	43.30
Total	30	100.00

Table 8 shows the frequency and percentage of years of being a micro-enterprise business owner, 11 out of 30 males, or 36.70% of the respondents, were less than 12 months of being entrepreneurs. In contrast, 13.30% were two to three years of being an entrepreneur.

The table revealed that the micro-enterprise business owners in General Trias City and Tanza, Cavite, were dominated by males less than 12 months into their respective businesses.

Table 9. Gender role among female entrepreneurs (conflict management)

Category	Mean Value	Descriptive Value
I think I should have the final word on a decision in the workplace.	4.30	Strongly Agree

Category	Mean Value	Descriptive Value
I think I should be the victor when there is a conflict in the workplace.	3.97	Agree
I believe that I should remain correct despite displeasing workplace actions.	3.40	Agree
Total	3.89	Agree

Table 9 shows the mean and descriptive value of gender roles among female entrepreneurs in conflict management. The result of 30 female participants shows that the highest mean value thinks they should have the final word in a decision in the workplace, with a total mean value of 4.30 representing strong agreement. While the lowest mean value believes that they should remain correct despite displeasing workplace actions, with a total mean

of 3.40 representing agree. The entire grand mean of the gender role among female entrepreneurs in conflict management was 3.89, representing agree. The result was supported by the study of Carranza et al. (2018), wherein the researcher concluded that females should have the decision in the workplace because they choose to operate in less profitable than male-dominated sectors.

Table 10. Gender role among male entrepreneurs (conflict management)

Category	Mean Value	Descriptive Value
I think I should have the final word on a decision in the workplace.	4.17	Strongly Agree
I think I should be the victor when there is a conflict in the workplace.	3.70	Agree
I believe that I should remain correct despite displeasing workplace actions.	3.30	Agree
Total	3.72	Agree

Table 10 shows the mean and descriptive value of gender roles among male entrepreneurs in conflict management. Out of 30 male participants, the result shows that the highest mean value thinks that they should have the final word in the decision in the workplace, with a total mean value of 4.17 representing strong agreement. While the lowest mean value was believed that they should be remained correct despite displeasing actions in the workplace, with a total mean value of 3.30. The total grand mean of the gender role among male entrepreneurs in conflict management was 3.72, which is described as agree.

Out of 60 entrepreneurs in General Trias City and Tanza, Cavite majority of the respondents answered that they should have the final work in the decision in the workplace, with a total mean value of 4.30 for females and 4.17 for males, which means both genders agree. The result was supported by the study of Eagly & Wood (2016), wherein the researchers concluded that it was still substantially lower than the percentage of male entrepreneurs, even though the number of female entrepreneurs has increased over the past few years. Other researchers have found that rural women were more likely than urban men to accept the idea of a marketing strategy and believe that women would follow through on their efforts.

Tables 9 and 10 show the mean and descriptive value of gender roles among male and female entrepreneurs in conflict management.

Table 11. Gender role among female entrepreneurs (mindset creation)

Category	Mean Value	Descriptive Value
I think that I must tolerate others degrading me in the workplace.	1.87	Disagree
I think that I must only do socially accepted tasks based on my gender in the workplace.	2.37	Disagree
I think that I must not work in a microenterprise.	2.30	Disagree
Total	2.18	Disagree

Table 11 shows the mean and descriptive value of gender roles among female entrepreneurs in mindset creation. Out of 30 female participants, the highest mean value thinks that they must only do socially accepted tasks based on my gender, with a total mean value of 2.37,

which represents disagreement. While the lowest mean value was thinking that they must tolerate others degrading me in the workplace, with a total mean of 1.87. The total grand mean of gender roles among female entrepreneurs in mindset creation was 2.18, representing disagreement.

Table 12. Gender role among male entrepreneurs (mindset creation)

Category	Mean Value	Descriptive Value
I think that I must tolerate others degrading me in the workplace.	2.40	Disagree
I think that I must only do socially accepted tasks based on my gender in the workplace.	2.73	Neutral
I think that I must not work in a microenterprise.	2.33	Disagree
Total	2.49	Disagree

Table 12 shows the mean and descriptive value of gender roles among male entrepreneurs in mindset creation. The result of 30 male participants shows that the highest mean value was thinking they must only do socially accepted tasks based on their gender in the workplace, with a total mean value of 2.73 representing neutral. While the lowest mean value thinks they must not work in a microenterprise, with a total mean value of 2.33. The total grand mean of the gender role among male entrepreneurs in mindset creation was 2.49, which means disagree. The result was supported by the study of Cardella et al. (2020), wherein the researcher concluded that women participated in less social networking than men.

Tables 11 and 12 showed the mean and descriptive value of gender roles among male and female entrepreneurs in mindset creation. Out of 60 respondents, most of the female participants disagreed with thinking that they must only do socially accepted tasks based on their gender, with a mean value of 2.37. While a total of 2.73 think that they must only do socially accepted tasks based on their gender in the workplace, answered by our male participants, and represents neutral. The result was supported by the study of Kelley et al. (2015), wherein the researcher concluded that as an empirical matter, there was substantial evidence that male and female entrepreneurship differ both in business structure and individual goals and thinking processes.

Table 13. Gender role among female entrepreneurs (emotion setting)

Category	Mean Value	Descriptive Value
I think that I deserve more break time in the workplace.	2.63	Neutral

Category	Mean Value	Descriptive Value
I think that I deserve more vacation leave in the workplace.	2.77	Neutral
I deserve more incentives despite the same job description in the workplace.	2.70	Neutral
Total	2.70	Neutral

Table 13 shows the mean and descriptive value of gender roles among female entrepreneurs in emotional settings. Out of 30 female participants, the result shows that the highest mean value thinks they deserve more vacation leave in the workplace, with a total mean value of 2.77 representing neutral. While the lowest mean value thinks they deserve more break time in the workplace, with a total mean of

2.63. The result was supported by the study of Belanger (2018), wherein the researcher concluded that women were more likely than men to indicate that work causes them stress, and that guilt, the "mountain of work" they return to, and the risk of appearing less committed to their job were all factors that dissuade them from taking time off.

Table 14. Gender role among male entrepreneurs (emotion setting)

Category	Mean Value	Descriptive Value
I think that I deserve more break time in the workplace.	3.17	Neutral
I think that I deserve more vacation leave in the workplace.	3.07	Neutral
I think that I deserve more incentives despite the same job description in the workplace.	3.30	Neutral
Total	3.18	Neutral

Table 14 shows the mean and descriptive value of gender roles among male entrepreneurs in emotional settings. Out of 30 male participants, the result shows that the highest mean value thinks they deserve more incentives despite the same job description in the workplace, with a total mean value of 3.30 representing neutral. The total grand mean of the gender role among male entrepreneurs in an emotional setting was 3.18, representing neutral. The result was supported by the study of Krueger (2017), wherein the researcher stated that gender equality means equal rights for everyone. Equal in terms of responsibilities, opportunities, power, and influence.

Tables 13 and 14 showed the mean and descriptive value of gender roles among male and female entrepreneurs in emotional settings. Out of 30 male and 30 female participants, 3.30 of the male participants answered neutrally that they deserve more incentives despite the same job description in the workplace. The study of Carranza et al. (2018) supported the result, wherein the researcher concluded that women choosing to operate were less profitable than male-dominated sectors. Since they do not have substantial capital when they start their firms and cannot adequately recruit enough people, they have lower earnings and growth potential.

Table 15. Gender role among female entrepreneurs (planning)

Category	Mean Value	Descriptive Value
I think that I should be in charge of making a strategic plan for the future of the micro-enterprise.	3.93	Agree
I believe that I should be in charge of the hiring process in the micro-enterprise.	4.10	Agree

Category	Mean Value	Descriptive Value
I believe that I should manage the payroll system in the micro-enterprise.	4.17	Agree
Total	3.18	Agree

Table 15 shows the mean and descriptive value of gender roles among female entrepreneurs in planning. The result of 30 female participants shows that the highest mean value believes that they should manage the payroll system in the micro-enterprise, with a total mean value of 4.17 representing agreement. While the lowest mean value thinks that they should be in charge of making a strategic plan for the

future of the micro-enterprise, with a total mean of 3.93. The total grand mean of the gender role among female entrepreneurs in planning was 4.06, representing agreement. The result was supported by the study of Jayachandran (2021), wherein the researcher stated that women manage the majority of microenterprises in developing nations.

Table 16. Gender role among male entrepreneurs (planning)

Category	Mean Value	Descriptive Value
I think I should be in charge of making a strategic plan for the future of the micro-enterprise.	4.07	Agree
I believe I should be in charge of the hiring process in the micro-enterprise.	3.90	Agree
I believe that I should manage the payroll system in the micro-enterprise.	3.73	Agree
Total	3.90	Agree

Table 16 shows the mean and descriptive value of gender roles among male entrepreneurs in planning. Out of 30 male participants, the result shows that the highest mean value thinks that they should be in charge of making a strategic plan for the future of the micro-enterprise, with a total mean value of 4.07 and which represents agree. While the lowest mean value believes that they should manage the payroll system in the micro-enterprise, with a total mean value of 3.73. The total grand mean of the gender role among male entrepreneurs in planning was 3.90, which is described as agree.

Tables 15 and 16 showed the mean and descriptive value of gender roles among male and female entrepreneurs in planning. Out of 30 male and 30 female participants, the majority of females agree to believe that they should manage the payroll system in the micro-enterprise, with a mean value of 4.17. In comparison, most of our male participants agree that they should be in charge of making a strategic plan for the future of the micro-enterprise, with a total mean of 4.07. The result was supported by the study of Ernestine (2020), wherein the researcher concluded that specific management processes benefit from the fact that men and women create and use networks differently.

Table 17. Gender role among female entrepreneurs (leading)

Category	Mean Value	Descriptive Value
I believe that I must lead and take charge each day for the future of the micro-enterprise.	4.17	Agree
I believe that I should lead the marketing strategy of the micro-enterprise.	4.17	Agree

Category	Mean Value	Descriptive Value
I believe that I should lead the operation system of the micro-enterprise.	4.20	Agree
Total	4.18	Agree

Table 17 shows the mean and descriptive value of gender roles among female entrepreneurs in leading. Out of 30 female participants, the result shows that the highest mean value believes that they should lead the operation system of the micro-enterprise, with a total mean value of 4.20 representing strong agreement. The total grand mean of the gender role

among female entrepreneurs in leading was 4.18, representing agreement. The result was supported by Gupta et al. (2013), wherein the researchers concluded that many female entrepreneurs with different beliefs and approaches should operate and lead businesses and become crucial contributors to the community.

Table 18. Gender role among male entrepreneurs (leading)

Category	Mean Value	Descriptive Value
I believe that I must lead and take charge each day for the future of the micro-enterprise.	4.37	Strongly Agree
I believe that I should lead the marketing strategy of the micro-enterprise.	4.20	Agree
I believe that I should lead the operation system of the micro-enterprise.	4.30	Strongly Agree
Total	4.29	Strongly Agree

Table 18 shows the mean and descriptive value of gender roles among male entrepreneurs in leading. Out of 30 male participants, the result shows that the highest mean value believes that they must lead and take charge each day for the future of micro-enterprise with a total mean value of 4.37 and which represents strongly agree. While the lowest mean value believes that they should lead the marketing strategy of the micro-enterprise, with a total mean value of 4.20. The total grand mean of the gender role among male entrepreneurs in leading was 4.29, representing strong agreement. The study of McClean et al. (2018) revealed that in terms of masculinity and femininity, masculine behavior tends to focus on a leadership role and can lead and take care of a business. In addition, men have the components needed to be leaders within their organizations.

female entrepreneurs in leading. Out of 60 participants, the majority of females answered that they must lead and take charge each day for the future of micro-enterprise and believe that they should lead the marketing strategy of the micro-enterprise” with 4.17 of the total mean value. While the majority of our male participants believed that they must lead and take charge each day for the future of the micro-enterprise, with a total mean of 4.37 and which represents strongly agree. This was supported by the study of McClean et al. (2018), wherein the researcher concluded that all men, including those with a male as well as female features, have the psychological such as self-concept and self-esteem components needed to be leaders within their particular organizations. While according to Drydakis et al. (2018), women who exhibit masculine personality traits are more competitive than women who exhibit feminine personality traits, according to their findings.

Tables 17 and 18 showed the mean and descriptive value of gender roles among male and

Table 19. Gender role summary of the grand mean

Category	Female Grand mean	Descriptive Value	Male Grand mean	Descriptive Value
Conflict Management	3.89	Agree	3.72	Agree
Mindset Creation	2.18	Disagree	2.49	Disagree
Emotion Setting	2.70	Neutral	3.18	Neutral
Planning	4.06	Agree	3.90	Agree
Leading	4.18	Agree	4.29	Strongly Agree

Table 19 summarizes gender roles in both male and female participants. Out of 30 male and 30 female micro-enterprises, the result shows that the highest grand mean for females was organizing with a total mean value of 4.40, representing strong agreement. This was supported by Drydakis (2018), in which men have a last-minute rush before doing one thing while women are more organized. However, the highest mean value for male participants was leading with a mean value of 4.29, representing strong agreement. The study by Krueger (2017) stated that business leaders' cognitive styles impact entrepreneurship and are linked to their ability to innovate.

On the other hand, both male and female respondents disagreed and got the lowest mean

value for mindset creation, with a mean value of 2.49 for males and 2.18 for females; each gender represents disagreement with the said category. Meinck & Brese(2019) explained that there were some significant gender inequalities in performance indicators; they concluded that the complexity of the overall data pattern necessitated a more nuanced interpretation than simply assigning differences to gender. Moreover, some women were desirous of taking a more active role in society and business. The male role was likely responsible for financial family support, and women have traditionally associated working at home. These conclude that men were ideal for starting and running a business (Shetach, 2012).

Table 20. Gender participation role summary of the grand mean

Category	Female Grand mean	Descriptive Value	Male Grand mean	Descriptive Value
Conflict Management	4.61	Highly Participative	4.50	Highly Participative
Mindset Creation	4.44	Highly Participative	4.96	Highly Participative
Emotion Setting	4.74	Participative	4.55	Highly Participative
Planning	4.10	Highly Participative	4.66	Highly Participative
Leading	4.63	Highly Participative	4.63	Highly Participative

Table 20 summarizes gender roles in both male and female participants. Out of 30 male and 30 female micro-enterprises, the result shows that the highest grand mean for females was emotional setting with a total mean of 4.74, representing highly participative. The study of Indiana University Kelley School of Business supported this study. The researcher stated that the ability to understand, use and manage emotions to relieve stress – may be more vital to a business's survival. The study of Carranza (2018) further revealed that entrepreneurs'

benefits were much more from emotional competencies than other competencies.

Meanwhile, the female lowest grand mean was planning, with 4.10 representing participative. Kozhevnikov et al. (2014) explained that women consider interpersonal and empathy abilities and a preference for being attentive to their surroundings and thinking intuitively. While taking to the lowest slot for males with 4.50 in conflict management, it represents highly participative. Considerably, Shetach (2012) stated that conflict at work was unavoidable, and how the dispute was handled had

an impact on the outcome. Thus, good conflict management fosters workplace passion, enhances morale, and encourages individual and organizational growth. In practical terms, gender refers to patterns in which women were generally disadvantaged over men, which was an essential factor in realizing the root of conflicts.

Conclusion and Recommendation

The researchers provided the following conclusion and recommendation:

1. Both sexes categorically understand their respective gender roles in conflict management, mindset creation, emotion setting, and planning, except for leading whom males have a higher agreement.
2. Both sexes categorically responded to high participation in conflict management, mindset creation, emotion setting, and planning, except for leading.
3. The researchers recommend utilizing information dissemination to continue the status quo of understanding gender roles and participation among gender roles. This recommendation could foster enterprises' sustainable and inclusive design with respect and sensitivity towards gender and development.

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