

**Research Article****MANAGERIAL COMPETENCIES OF OWNERS AND BUSINESS SUCCESS OF AGRICULTURAL SUPPLIES*****Lorelie B. Marquez**

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Abstract

This study is focused in determining the managerial competencies of owners and business success of agricultural supplies. Specifically, it sought to evaluate the managerial competencies (professional, social and personal) of the agricultural supplies, the perceive growth and profitability of their business. Further, this study investigates the relationship of the profile of the respondents to the managerial competencies of the agricultural supply owners in the Province of Quirino. The quantitative research design specifically descriptive-correlational was utilized with the use of a standardized questionnaire and in-depth interview with the participants. Findings revealed that the managerial competencies contributed to the business growth of the agricultural supply business. The professional, social and personal managerial competencies have direct linkage to business success. The managerial implications derived justify the need for practitioners to be trained in specific categories of competencies.

Keywords: Managerial Competency, Competence, Professional Competency, Social Competency, Personal Competency, Business Success, Agricultural Supply.

INTRODUCTION

Agriculture is one of, if not the most important industry in the Philippines. Forestry, crop production, livestock farming, and aquaculture cultivation are all part of it. Its output sustains local demand and is regarded as a vital commodity within the country. Commercial crops benefit both agriculture's export industry and domestic demand and consumption. Growing crops for food consumption have been a lifelong activity in the country. The cultivation of million hectares of land has steadily increased in recent years. This indicates that the country continues to source the majority of its food domestically; additionally, agriculture still accounts for one-third of total employment, despite accounting for only one-eighth of Gross Domestic Product (GDP). What has recently become a common scenario as well is how locals are developing their backyards to raise their own plants. This highlights the continuing importance of the sector for food security and inclusive growth. In the province of Quirino, agriculture has been the main industry, rice and corn as major crops. The province has been also the leading producer of banana in the whole Cagayan Valley region and crops such as sweet potato, white beans, and mung beans are also produce. Livestock and fisheries are also present in the six municipalities of the province. Living off the land is difficult, but the people of Quirino was able to manage to produce more than their fair share from such a small area of land. Though the province is landlocked and mountainous, the province has been friendly to business and has been open to various investment opportunities with the strong partnership of the provincial government, municipal government, local non-government organization and the communities. From farm to market roads were built to transport produce faster and cheaper while irrigation systems and facilities were scattered across the province to better serve the agriculture industry. This and for many other factors that the province has been a good investment site for businessmen to put up agricultural supplies business.

The province is boast with many agricultural supplies business enterprises which directly caters with the needs of the farmers. They are important stakeholder of the agricultural industry for it gives access to farmer's modern agricultural inputs ranging from improved seeds, fertilizers, crop protection to equipment and machineries. Recognizing the substantial inputs of the agricultural supply business and owners in nation's economic development, it is on the foregoing that the study was conducted to examine the managerial competencies of the agricultural supply owners and the business' success as to growth and profitability. This paper also seeks to determine what development program or intervention may be proposed based on the findings of this study which rest emphasis on the improvement of managerial competencies of the owners of agricultural supplies business. Moreover, knowledge generated from this study will further hone the professional, social and personal competencies of the business owners to stay competitive in a constantly changing business environment. Finally, it was found out that managerial competencies of owners and business success of agricultural supplies in the province of Quirino has not yet been surveyed and thus the study was conducted.

METHODOLOGY

This study employs quantitative research design specifically descriptive-correlational. This research design is most appropriate for the study as it allowed the researcher to describe and correlate the managerial competencies of owners and business success of agricultural supplies in the province of Quirino. The descriptive research design gives a snapshot and tests relationship of the managerial competencies and business success of agricultural supplies which could be an appropriate input for future policy decisions. This study was focused on the twenty (20) select agricultural supply business in the province of Quirino. The business owners/managers and their employees are the main respondents of this study. This study is pursued to gather information on the profile of the enterprise, the owners/managers and their employees, and the managerial

competencies of the owner/manager of this agricultural supply business in the province of Quirino. Further, it aimed to collect data on the extent of their perceived growth and profitability. Findings of this study will become a basis for a proposed development program or intervention based on the managerial competencies of the owners/managers. This study utilized a survey questionnaire sectioned into five parts: The first part is used to gather information on the profile of the respondents with respect to their variables: a. age b. sex c. civil status d. highest educational attainment e. no. of years managing the business/employed in the business. The second to the fourth part of the questionnaire questionnaires to gather data on: managerial competencies, perceived business growth and perceived profitability. The last part is an in - depth interview with the respondents. It serves as a secondary instrument to obtain additional substance on the information gathered thru the questionnaire. In case of language barriers, the questionnaire has a Filipino language translation for ease of responding to the questions asked. Mainly, numerical data are analyzed through Statistical Package for the Social Sciences (SPSS) software for proper discussion and interpretation. Meanwhile, responses in interviews were used to expand and strengthen the validity of the numerical findings.

RESULTS AND DISCUSSION

Table 1. Profile of the Owners/Manager

Age	f	%
Below 25 to 30	4	20.0
31 to 35	6	30.0
36 to 40	3	15.0
41 to 45	2	10.0
46 to 50	1	5.0
51 and above	4	20.0
Total	20	100.0
Sex	f	%
Male	10	50.0
Female	10	50.0
Total	20	100.0
Civil Status	f	%
Single	9	45.0
Married	11	55.0
Total	20	100.0
Highest Educational Attainment	f	%
High School Graduate	4	20.0
College Undergraduate	5	25.0
College Graduate	10	50.0
Doctorate	1	5.0
Total	20	100.0
Number of Years Managing the Business	f	%
1 to 5 years	16	85.0
6 to 10 years	2	10.0
11 to 15 years	2	5.0
Total	20	100.0

n=20

Age: The data shows that 30% of the respondents were 31 to 35 years old. Those who were below 25 to 30 years old and 51 years old and above composed of 20% total number of each. For ages 36 to 40 years old, there was a total respondent of 15% while 10% were 41 to 45 years old. Only 5% of the respondents were at age of 46 to 50 years old. The youngest and oldest respondents were 24 and 63 years of age, respectively. Generally, the respondents were characteristically young adults for majority of them were in their age of 40 and below.

Sex: An equal number of respondents involved in this study were in each sex group. Each sex group was composed of 10 males and 10 females. This conforms with the data of the

Women, Business and Law Report by the World Bank which revealed that the Philippines has a perfect score when it comes to gender equality that women are afforded with equality with that of the men in workplace and entrepreneurship.

Civil Status. On the distribution of civil status of owner/managers, 55% or 11 were married while 45% or 9 of the respondents are single. According to the Australian Financial Review article, males were more likely to succeed in the workplace if they were married than women.

Highest Educational Attainment. Half of the owner/managers respondent were college graduate. This accounts to 10 out of the 20 total respondents. A quarter of the respondents were college undergraduate while 20% were high school graduate. Only 5 % of the respondents were able to finish their post-graduate studies. It can be noted that majority of the respondents has acquired their Bachelor's degree.

Number of years as owner/manager of the business. Majority of the agricultural supply owner/manager were managing their business for 1 to 5 years. That accounts to 85% of the total respondents. Those who were managing their businesses for 6 – 10 years were composed of 15% of the respondents while 5% were managing their business for 11 – 15 years. It implies that owner/managers have been operating their businesses at an early stage of 1-5 years at a young age of 40 years and below which can be noted that owned/managed were in its early stage.

Table 2. Profile of Employees

Age	f	%
Below 25 to 30	12	54.5
31 to 35	5	22.7
36 to 40	3	13.6
41 to 45	1	4.5
46 to 50	0	0.0
51 and above	1	4.5
Total	22	100.0
Sex	f	%
Male	16	72.7
Female	6	27.3
Total	22	100.0
Civil Status	f	%
Single	7	31.8
Married	15	68.2
Total	22	100.0
Highest Educational Attainment	f	%
High School Graduate	9	40.9
College Undergraduate	10	45.5
College Graduate	3	13.6
Total	22	100.0
Years as an Employee	f	%
1 to 5 years	20	90.9
6 to 10 years	2	9.1
Total	22	100.0

n=20

Age: The data shows that 54.5% of the respondents were below 25 to 30 years old. Those who were 31 - 35 years old were composed of almost a quarter of the total number of respondents. For ages 36 to 40 years old, there was a total respondent of 13.6% while there were 4.5% total respondents from ages 41 to 45 years old and 51 years old above each. None of the respondents were at age 46 to 50 years old. The youngest and oldest respondents involved in this research were 19 and 58 years old, respectively. The respondents were characteristically young for majority of them were 40 years old and below.

Sex: On sex, majority of the respondents were male which accounts to 72.7% or 16 employees from the total respondents while 27.3% or 6 employees of the respondents were female group.

Table 3. Professional Competencies of Owners/Managers of Selected Agricultural Supplies as Assessed by Themselves and their Employees

Professional Competencies	Owners		Employees	
	Mean	Verbal Interpretation	Mean	Verbal Interpretation
a. Planning				
1. Always manage and value time.	3.50	At all times	3.64	At all times
2. Select appropriate methods and plan for resources to utilize organizational and individual goals.	3.30	At all times	3.46	At all times
3. Know what and where is the direction of every business activity.	3.25	Most of the time	3.39	At all times
4. Carefully propose ideas, changes and strategies.	3.35	At all times	3.43	At all times
5. Always make a plan and see to it that it is toward the realization of goals and objectives of the business even at the expense of unsuccessful undertakings.	3.35	At all times	3.46	At all times
Sub - Mean	3.35	At all times	3.48	At all times
b. Problem Solving				
1. Solve problems and analyze difficulties from different perspectives and generate multiple solutions positively.	3.25	Most of the time	3.50	At all times
2. Always select appropriate remedial actions in difficult situations.	3.35	At all times	3.43	At all times
3. Compare each possible solution with others to find the best to solve problem.	3.10	Most of the time	3.54	At all times
4. Systematically investigate certain issue before actively seeks a specific solution.	3.30	At all times	3.32	At all times
5. When deciding on a solution, will make it happen – no matter what opposition may face.	3.25	Most of the time	3.32	At all times
Sub - Mean	3.25	Most of the time	3.42	At all times
c. Strategic Thinking				
1. Always anticipate change and look for opportunities that may arise.	3.15	Most of the time	3.14	Most of the time
2. Interested in what is going on throughout the business, organization, industry, and the larger business environment.	3.30	At all times	3.36	At all times
3. Willing to invest today to gain a better outcome tomorrow.	3.30	At all times	3.39	At all times
4. Not limited to past or current thinking and willing to try new methods.	3.40	At all times	3.43	At all times
5. Do not connect being busy with being effective.	3.30	At all times	3.39	At all times
6. Can adjust and modify different approaches in different scenarios.	3.35	At all times	3.32	At all times
7. Proactively seek knowledge and skills and willing to teach others.	3.15	Most of the time	3.21	Most of the time
8. Consider unconventional ideas	3.05	Most of the time	3.04	Most of the time
9. Place a high value on projects with the potential for great impact and return.	3.35	At all times	3.43	At all times
10. Able to connect multiple data points in new and insightful ways to make sense of complex, ambiguous situations.	3.30	At all times	3.36	At all times
Sub – Mean	3.27	At all times	3.31	At all times
d. Decision Making				
1. Sure that is making accurate decisions under time pressure and in stressful situations.	3.10	Most of the time	3.46	At all times
2. Have self-control and common sense in the process of decision making.	3.25	Most of the time	3.46	At all times
3. Make quick and good decisions on the basis of knowledge and past experiences which contribute to the increased competitiveness of the company.	3.15	Most of the time	3.50	At all times
4. Believe in own decision-making abilities in the face of obstacles and new challenges within the business.	3.35	At all times	3.32	At all times
5. Consider the opinions of subordinates regarding important decisions that might affect business performance.	3.30	At all times	3.46	At all times
6. Always think outside of the box (differently and unconventionally) which is very important to achieve results better than competitors.	2.95	Most of the time	3.39	At all times
7. Confident that is capable of providing immediate solutions to different problems that the business might encounter.	3.25	Most of the time	3.36	At all times
8. Always formulate possible strategies for the betterment of the business for the future.	3.20	Most of the time	3.50	At all times
Sub - Mean	3.19	Most of the time	3.43	At all times
Overall Mean	3.24	Most of the time	3.41	At all times
Legend:	3.26 – 4.00	At All Times	1.76 – 2.50	Sometimes
	2.51 – 3.25	Most of the Time	1.00 – 1.75	Never

This imply that because of the heavy workload of agricultural supply employees like lifting supplies and carrying it that majority of the employees were male.

Civil Status: On the distribution of civil status of employees, 68.2% or 15 of the respondents were married while 31.8% or 7 of the total respondents are single. This may imply that most married people tend to be employed and earn more money to support their spouse and kids than those people who are unwed.

Highest Educational Attainment: Almost half of the employees were college undergraduate. This accounts to 10 out of the 22 total respondents. A total of 40.9% or 9 of the respondents were high school graduate while 13.6% were college graduate. This result may point toward the reality that most employee or laborer of an agricultural establishment in the province were not able to complete a college degree so they have a more tendency to employ on such non-degree required jobs in the province.

Number of years as employee: Majority of the agricultural supply employees were employed for 1 to 5 years. That accounts to 90.9% of the total respondents. Those who were employed for 6 – 10 years were composed of 9.1% of the respondents. It can be noted that the number of years in which the employees were employed were in their early years.

Managerial Competencies of Owners of Selected Agricultural Supplies

Planning: Shown in the table above is the perceived planning competency of business/managers. The self-assessment of owner/manager and the perception of the employees on the professional competency on planning as possessed by the owners/managers has to be *at all times* as given by their mean responses of 3.24 and 3.41, respectively. This means that both the owners/manager and the employees believed that the owner/managers of the agricultural supply enterprises in the province of Quirino are competent *at all times* when it comes to the level of their competency on planning for their business.

Primarily, planning is vital at all levels in any workplace. It helps the business manage their time, resources and tools to reach their desired goals and objectives (Behzadi *et al.*, 2018). It also helps the management to decide on what activities are to be the priorities in the business that is dependent in reaching the business' goals (Kamble *et al.*, 2020). Thus, planning is very important for it helps the business to have a realistic view of its strengths and weaknesses in order to envision the result or rather the goals and objectives of the business intends to achieve. Both the group of respondents has described the owners of the agricultural supply enterprises competent *at all times* in selecting appropriate methods and planning for resources to be utilize on organizational and individual goals and with that of proposing ideas, changes and strategies. This fits with Blackburn *et al.* (2013) findings that planning strategically all the resources of the business would help the business focus on their limited resources and how to use them properly.

Problem Solving: The above table reveals that owners of agrisupply business entities in Quirino province were looking at puzzle pieces that included defining a problem and creating solutions while having the ability to effectively use knowledge, facts, and data. Managers worked on putting the pieces together based on the one pattern that was easily established and understood once a familiar or logical pattern was discovered. As revealed in the table, owners/managers believe that they possessed the professional competency of problem solving in *most of the time* with a mean of 3.25 while the employees believe that the owners/managers is competent *at all times* with a mean of 3.42.

This means that the employees' point of view of the owners/managers professional competency in problem solving is numerically higher as compared to the self-assessment of the owners/managers. Primarily, problem solving as a manager is important because it helps the business and the employees succeed (Morris *et al.*, 2013). Managers should always have a sound knowledge and skills to properly handle numerous problems in the business (Hoque *et al.*, 2015). This means that managers who can overcome obstacles efficiently can increase their own productivity and can improve employee satisfaction. The indicators revealed that both the owners/managers and the employees agreed that the owners/managers of the agricultural supply enterprises are competent *at all times* when selecting appropriate remedial actions in difficult situations and investigating systematically certain issues before actively seeking a specific solution.

Strategic Thinking: The table shows that both the self-assessment of owners/managers and perceptions of the employees of the agricultural supply enterprises owners/managers in the province of Quirino have professional competency of strategic thinking *at all times* as given by their mean responses of 3.27 for owners/managers and 3.31 for employees. *At all times* competent in strategic thinking implies that owners/managers of this agricultural supply enterprise have the ability to anticipate and prepare for whatever outcome that may or may not occur in the execution of their business activities and initiative (Moon, 2017). For at the heart of strategic thinking, the manager's *ability to anticipate major shifts in the competitive marketplace and identify emerging opportunities is but very important*. Both grouped of believed that the owners/managers were *at all times* competent on not limiting on the past and the willingness to try new methods, is

concerned in what is going on throughout the business, organization, industry, and the larger business environment, is willing to invest to gain a better outcome and knows what is the difference between being busy and being effective. In addition, the owners/managers are *at all times* competent in strategic thinking since they can adjust and modify different approaches in different scenarios, place a high value on projects with the potential for great impact and return, and is able to connect multiple data points in new and insightful ways to make sense of complex, ambiguous situations. This means that agrisupply managers/owners being able to think strategically implies that they were able to think for themselves and make decisions that position the business for the future.

Decision Making: On the professional competency of owners/managers on the decision making, the owners/ managers perceived that they possessed it *most of the time* while the employees perceived that the owners/managers possessed the competency of decision making *at all times* with a mean of 3.19 and 3.41, respectively. Numerically, the employees have higher confidence on the decision-making capability of the owners/ managers than that the owners/ managers themselves. Primarily, decision making competency is most important if a manager/ owner want to be an effective leader (Ghasemaghahi *et al.*, 2018). For good decision making *can help managers show their employees that they value their work and have their best interests in mind* (Schermerhorn *et al.*, 2020).

This implies that owners/ manager's need to understand the difference between what is rationally the best choice and the decision that simply feels right basing every decision from your understanding of all the information found in the process of decision making. Both group have given high ratings of *at all times* with the owners/ managers own decision making abilities in the face of obstacles and new challenges within the business and that of considering the opinions of subordinates regarding important decisions that might affect the performance of the business. This implies that it is very important to find trusted individuals for at times, there are decisions in business that you are not necessarily alone. For it is always that the best decision-makers will always seek out the opinions of those people around them (Trivellas and Drimoussis, 2013). For the more varied the opinions you gather, the more likely managers be able to find the right choice.

Overall Professional Competency: In general, the employees believed that the owners/ managers of agricultural supply enterprises generally possessed *at all times* professional competency while the owners/managers themselves believed that it is just *most of the time* that they possessed the professional competency. Generally, of all the professional competencies, it is assessed by the managers that their planning competency has the highest mean as perceived by the owners/managers themselves, followed by strategic thinking, problem solving and the least is on decision making, respectively. This points to the commitment, confidence and motivation of a manager at least that's what it seems like it would take to pull off business activities that affect the workplace [10](Bird, 2019). Being able to pull off a plan, provide solutions to problem, think rationally, and able to decide on business matters without prejudice is but a skill necessary for these managers and owner and is an important factor for the success of the business[3](Blackburn, 2013).

Table 4. Social Competencies of Owners of Selected Agricultural Supplies as Assessed by Themselves and Employees

Social Competencies	Owner		Employees	
	Mean	Verbal Interpretation	Mean	Verbal Interpretation
a. Persistence				
1. Have the courage to hold the course while keeping the team on track and being able to show the route to success.	3.45	At all times	3.57	At all times
2. Passionately wards off old habits and behaviors of employees that are detrimental to progress.	3.35	At all times	3.57	At all times
3. Openly measure progress against company objectives, and link the use of skills towards the attainment of it.	3.35	At all times	3.39	At all times
4. Have to establish tone of persistence with a "can do" attitude among subordinates.	3.40	At all times	3.50	At all times
5. Have the inner energy and intensity to keep motivated.	3.40	At all times	3.32	At all times
6. Rely upon self-discipline and developing habits that can count on to continue down the path toward business goals.	3.35	At all times	3.50	At all times
7. Have the ability to quickly adjust, adapt and willing to admit when something is not working with plan.	3.60	At all times	3.68	At all times
Sub – Mean	3.41	At all times	3.51	At all times
b. Communication				
1. Is clear when speaking with an individual or before a group.	3.50	At all times	3.32	At all times
2. Can think through what is to be communicated and organizes thoughts and ideas effectively.	3.45	At all times	3.50	At all times
3. Demonstrate effective listening by providing feedback to the speaker in such a way that it is clear.	3.40	At all times	3.39	At all times
4. Can organize written work in a manner that is clear and easy to follow.	3.40	At all times	3.61	At all times
5. Can use proper grammar, spelling and punctuation and paragraph structure.	3.20	Most of the time	3.54	At all times
6. Can write in a manner that commands attention and achieves desired results.	3.10	Most of the time	3.50	At all times
Sub – Mean	3.34	At all times	3.48	At all times
c. Relationship Building				
1. Can develop and maintains positive working relationships with co-workers and customers by being timely and maintaining a pleasant, positive attitude	3.50	At all times	3.54	At all times
2. Is aware of the differences in style among people and adapts one's own style to better work with others with differing styles.	3.20	Most of the time	3.32	At all times
3. Can work to make a particular impression on others to help achieve a work-related objective.	3.30	At all times	3.54	At all times
4. Can establish a climate of trust, confidence and mutual respect.	3.45	At all times	3.61	At all times
5. Can take actions to improve relationships between others.	3.50	At all times	3.54	At all times
Sub – Mean	3.39	At all times	3.51	At all times
d. Valuing Diversity				
1. Seek to understand the individual person rather than seeing the person as a representative of a group.	3.55	At all times	3.57	At all times
2. Give feedback openly and respectfully to others whose different behaviors and values affect their credibility and effectiveness.	3.45	At all times	3.57	At all times
3. Can identify alternatives to help people use their differences effectively and not alienate others.	3.45	At all times	3.57	At all times
4. Can accommodate different personal styles that are effective in accomplishing desired outcomes.	3.40	At all times	3.50	At all times
5. Can demonstrate support of policies and practices that enhance diversity within the business.	3.40	At all times	3.57	At all times
Sub - Mean	3.45	At all times	3.56	At all times
Overall Mean	3.40	At all times	3.52	At all times
Legend:	3.26 – 4.00	At All Times	1.76 – 2.50	Sometimes
	2.51 – 3.25	Most of the Time	1.00 – 1.75	Never

Persistence: Management researchers and specialists in the business world believe that managers should master a set of competencies in order to perform their roles commendably in the business. Agrisupply business entities in Quirino Province unanimously agreed that the business's owners possessed the necessary skills, knowledge, and attitude. Specifically, respondents, particularly managers, strongly believed the owners of agrisupply business entities in Quirino Province have demonstrated tenacity. As revealed in the study, the owner/manager and employees have assessed the social competency on persistence possessed by the owners/managers to be *at all times* as given by their mean responses of 3.41 and 3.51, respectively. Numerically, the employees have a higher confidence on the persistence ability of the owners/managers compared to the confidence given by the owners/managers to themselves. All of the indicators revealed that the owners possessed this competency *at all times*. This means that both the owners/manager and the employees believed that the owner/managers of the agricultural supply enterprises are competent *at all times* when it comes to their trust on the persistent ability of the owners/managers. Both the group of respondents described the owners of the agricultural supply enterprises competent *at all times* in having the courage to hold

the course while keeping the team on track and being able to show the route to success. Further, both group of respondents have given a high numerical on the owners/managers' ability to quickly adjust, adapt and willing to admit when something is not working with plan. The result agrees to the work of Smart *et al.* (2020) that when actual growth exceeds sustainable growth, most businesses can quickly close the gap by increasing leverage or operational efficiency.

Communication: As revealed in the table, owners/ managers believe that they possessed the social competency of communication at all times with a mean of 3.34 while the employees believe that the owners/managers are competent at all times with a mean of 3.48. This means that both the owners/managers and employees' points of view of the owners/managers social competency of communication is high though that of the employees is higher as compared to the self-assessment of the owners/managers. This means that that the managers have fostered a good working relationship with his employees and has effectively shown a good communication skill ensuring that goals can be achieve. While employees confidently trusted the ability of the owners/managers communication competency to be *at all times*, the managers on

Table 5. Personal Competencies of Owners of Selected Agricultural Supplies as Assessed by Themselves and Employees

Personal Competencies	Owner		Employees	
	Mean	Verbal Interpretation	Mean	Verbal Interpretation
a. Initiative				
1. Can recognize and act on opportunities.	3.45	At all times	3.57	At all times
2. Can dig beneath the obvious to get at the facts, even when not asked to do so.	3.45	At all times	3.57	At all times
3. Can create opportunities or minimize potential problems by anticipating and preparing for these in advance.	3.35	At all times	3.50	At all times
4. Can anticipate needs in different situations and takes appropriate action.	3.25	Most of the time	3.50	At all times
5. Can require minimum supervision and am self-directed within the scope of his/her accountabilities.	3.10	Most of the time	3.29	At all times
Sub – Mean	3.32	At all times	3.49	At all times
b. Judgment				
1. Refrain from “jumping to conclusions” based on no or minimal fact-based or data-based information; takes time to collect facts before decision-making.	3.15	Most of the time	3.32	At all times
2. Can balance needs and desires with available resources and constraints.	3.30	At all times	3.36	At all times
3. Can recognize when to escalate appropriate or specific situations to the next higher level of expertise.	3.20	Most of the time	3.39	At all times
4. Can consider the impact of an action or decision on customers and the institution.	3.40	At all times	3.61	At all times
5. Listens to both sides of any story before making a commitment or taking action.	3.60	At all times	3.61	At all times
Sub – Mean	3.33	At all times	3.46	At all times
c. Teamwork				
1. Ask for the input of group members and encourage the participation of all.	3.45	At all times	3.57	At all times
2. Follow-up on inquiries and requests from peers and co-workers.	3.50	At all times	3.54	At all times
3. Can work to develop consensus in pursuit of group goals.	3.50	At all times	3.64	At all times
4. Respects and is tolerant of differing opinions and those who hold them.	3.40	At all times	3.71	At all times
5. Give credit and recognition to those who have contributed.	3.55	At all times	3.57	At all times
Sub – Mean	3.48	At all times	3.61	At all times
d. Coaching				
1. Devote time to provide task-related help to others.	3.30	At all times	3.43	At all times
2. Ask questions that help other people recognize the need for performance improvement.	3.15	Most of the time	3.54	At all times
3. Take time to listen to other’s issues and concerns.	3.05	Most of the time	3.50	At all times
4. Discuss problems immediately, before they are forgotten or out of control.	2.95	Most of the time	3.43	At all times
5. Encourage others to voice their concerns and constructive criticism.	3.05	Most of the time	3.46	At all times
Sub – Mean	3.10	Most of the time	3.47	At all times
Overall Mean	3.31	At all times	3.51	At all times
Legend:	3.26 – 4.00	At All Times	1.76 – 2.50	Sometimes
	2.51 – 3.25	Most of the Time	1.00 – 1.75	Never

the other hand believed that they only possessed the communication competency *most of the time* in using proper grammar, spelling and punctuation and paragraph structure and with that of writing in a manner that commands attention and achieves desired results. This showed that from the manager’s viewpoint, they felt that there are still room for improvement on the manner of communicating their thoughts and ideas.

Relationship Building: With the business world becoming increasingly complex, small-business owners will find it extremely difficult to be an expert in all of the specialized disciplines their businesses require. Despite the constant need for small-business owners to generate and manage cash flow while bringing customers in the door, it is also critical for them to cultivate business relationships with a dependable support team. As revealed, both owners/managers and employees believed that the agricultural supply enterprises owners/managers in the province of Quirino have social competency on relationship building at all times as given by their mean responses of 3.39 for owners/managers and 3.51 for employees. At all times competent in relationship building implies that owners/ managers of this agricultural supply enterprise are investing in relationships to achieve the best shared results within the business.

Valuing Diversity: On the social competency of owners/managers on valuing diversity, both the owners/managers and the employees perceived that the owners/managers have the ability of valuing diversity at all times with a mean of 3.45 and 3.56, respectively. This means that these owners/managers are capable of having self-awareness and the ability to see others

points of view by valuing diverse experiences. Numerically, the employees have higher confidence on the valuing diversity capability of the owners/managers than that the owners/managers themselves. Almost all of the indicators revealed that the owners possessed this competency *at all times*. This means that both the owners/manager and the employees believed that the owner/managers of the agricultural supply enterprises are competent *at all times* when it comes to level of competency on valuing diversity. Primarily, valuing diversity in the workplace is essential so that individual strengths and potentials can be acknowledge (Patrick and Kumar, 2012). It helps the business’ productivity and most diverse employees will likely to understand customer’s needs (Wambui *et al.*, 2013). Thus, valuing diversity is very important in any business for it creates a culture of respect, valuing and consideration in the perspective style and needs of the people in the business. Both group have given a high numerical on the owners/managers’ giving feedback openly and respectfully to others whose different behaviors and values affect their credibility and effectiveness. For we need to ensure that we give the same quality of feedback to people outside our trust circle as we give to those like us so that they, too, can grow and develop (Gillaume *et al.*, 2017). Thus, giving equal time and thought to all feedback is important.

Overall Social Competency: In general, both the owners/managers and the employees believed that the owners/managers of agricultural supply enterprises generally possessed the social competency at all times. Of all the indicators of social competence, valuing diversity has the highest mean as assessed by the owners/ managers themselves

followed by persistence, relationship building and communication. It is noteworthy to mention that as revealed in the interview of the managers and their employees, the managers believed that they still need to improve their communication skills and that they want to learn how to utilize the wide network of social media in the field of business. This is very important nowadays considering that everybody has embrace the use of the different social media platforms in almost all transactions.

Initiative: The owner/manager and employees have assessed the personal competency on initiative possessed by the owners/managers to be *at all times* as given by their mean responses of 3.32 and 3.49, respectively. Almost all of the indicators revealed that the owners possessed this competency *at all times*. This means that both the owners/manager and the employees believed that the owner/managers of the agricultural supply enterprises are competent *at all times* when it comes to level of competency on initiative. As shown in the table, both the group of respondents described the owners/managers of the agricultural supply enterprises competent *at all times* in recognizing and acting on opportunities and digging beneath the obvious to get at the facts, even when not asked to do so. This entails that owner/managers of agrisupply business in the province are resilient brought about by factors uncontrolled. According to Volery and Siemens (2015), small and medium business owners nowadays are more resilient than before because they always think outside the box. With the advent of technology and ready information in the internet, managers nowadays are becoming oriented in finding the right solution and more resilient to consider untried approaches to solving problems (Schaupp and Belanger, 2014).

Judgment: As revealed in the table, both the group of respondents believe that the owners/managers possessed the personal competency of judgment *at all times* with a mean of 3.33 and 3.46, respectively. This means that the employees' point of view of the owners/managers personal competency of judgment is numerically higher as compared to the self-assessment of the owners/managers. Almost all of the indicators revealed that the owners possessed this competency *at all times*. This means that both group believed that the owner/ managers of the agricultural supply enterprises are competent *at all times* when it comes to level of competency on judgment. Primarily, a manager's ability to combine personal qualities with relevant knowledge and experience to form opinions and make decisions is "the core of exemplary leadership". It is what enables a good choice when we don't have relevant data or an obvious path to follow (Foos and Klein, 2020).

Teamwork: Table shows that both owners/ managers and employees believed that the agricultural supply enterprises owners/managers have personal competency of teamwork *at all times* as given by their mean responses of 3.48 for owners/managers and 3.61 for employees. *At all times* competent in teamwork implies that owners/managers of this agricultural supply enterprise have the ability to work with others toward a shared goal, participating actively and sharing responsibility (West, 2012). This means that teamwork has the potential to underpin so much of what is valuable in work. In fact, the benefits to be gained from teamwork synergies are essential for the effective management of resources. As shown, both grouped of respondents believed that the

owners/managers were *at all times* competent on all of the indicators. This means that both the owners/manager and the employees believed that the owner/managers of the agricultural supply enterprises are competent *at all times* when it comes to their trust on the teamwork ability of the owners/managers. The result agrees with the study of [19] Turner (2017) that teamwork is crucial in the success rate of business owners in establishing good performance and satisfied employees.

Coaching: On the personal competency of owners/ managers on coaching, the owners/managers perceived that they possessed it *most of the time* while the employees perceived that the owners/managers possessed the competency of coaching *at all times* with a mean of 3.10 and 3.47, respectively. This means that these owners/ managers are capable of inspiring others to maximize their full potential. Numerically, the employees have higher confidence on the decision-making capability of the owners/ managers than that the owners/ managers themselves. Further, both group of respondents have given high ratings of *at all times* with the owners/managers devoting time to provide task-related help to others. On the other hand, however, the employees gave a higher numerical rating towards the coaching competency of asking questions that help other people recognize the need for performance improvement and with that of taking time to listen to other's issues and concerns compared with the numerical rating given by the owners/managers themselves.

Overall Personal Competency: In general, the owners/employees believed that the owners/managers of agricultural supply enterprises generally possessed *at all times* the personal competency. But it was found out as well that this owners or manager as assessed by themselves that their coaching capability should be improved considering that it is very important in the work to know the opinion, feelings and criticisms and feed backing. Findings showed that the age of both groups was found not to be significantly correlated with their assessment on the managerial competencies of the owner/manager. This agrees to the result of a study that found no statistical difference in managerial competency and age groups (Zacca and Dayan, 2018). It however contradicted the study of Lans *et al.* (2010) which showed that managerial competency of managers on problem solving and their age were correlated and a moderating effect on age was found on relationship between strategic thinking professional competency of the managers/owners as assessed by the employees. The sex of owner/manager respondents was significantly correlated with their assessment on their professional competency of decision making. This result led to a significant correlation between owner/manager's sex and their assessment on their professional competency of decision making where the decision of owner/managers depends on their sex. Meanwhile, the sex of the employees of agricultural supplies was significantly related to their assessment of the professional competency of the owner/manager on decision making. However, their assessment on the professional competencies of planning, problem solving and strategic thinking was found to have no significant relationship to the sex of both groups of respondents. Further, the sex of both groups of respondents was found to have no significant relationship on their assessment on the social competencies of the owners/managers on persistence, communication, relationship building, and valuing diversity.

Table 6. Correlation between Managerial Competencies of Owners and Age of Respondents as Assessed by Themselves and Employees

Managerial Competencies	Owner		Employees	
	Spearman's Correlation	Sig.	Spearman's Correlation	Sig.
Professional Competencies				
a. Planning	-.348	.133	-.081	.721
b. Problem Solving	-.189	.424	.202	.368
c. Strategic Thinking	-.297	.203	-.046	.840
d. Decision Making	.080	.738	-.133	.554
Social Competencies				
a. Persistence	.131	.583	-.418	.053
b. Communication	-.139	.558	.018	.937
c. Relationship Building	-.247	.293	-.152	.500
d. Valuing Diversity	.018	.939	-.152	.498
Personal Competencies				
a. Initiative	.251	.287	-.206	.357
b. Judgment	.069	.774	-.045	.841
c. Teamwork	.231	.327	-.081	.719
d. Coaching	-.099	.678	-.121	.592

* . Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7. Correlation between Managerial Competencies of Owners and Sex of Respondents as Assessed by Themselves and Employees

Managerial Competencies	Owner		Employees	
	Spearman's Correlation	Sig.	Spearman's Correlation	Sig.
Professional Competencies				
a. Planning	.166	.483	-.060	.792
b. Problem Solving	.123	.605	.116	.608
c. Strategic Thinking	-.165	.486	-.113	.616
d. Decision Making	.462*	.040	-.575**	.005
Social Competencies				
a. Persistence	.333	.151	-.228	.308
b. Communication	-.061	.798	-.220	.325
c. Relationship Building	-.009	.971	-.224	.317
d. Valuing Diversity	.108	.651	-.051	.822
Personal Competencies				
a. Initiative	.132	.579	-.205	.360
b. Judgment	-.177	.454	-.132	.558
c. Teamwork	.027	.910	-.163	.470
d. Coaching	.176	.458	-.502*	.017

* . Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Table 8. Correlation between Managerial Competencies of Owners and Civil Status of Respondents as Assessed by Themselves and Employees

Managerial Competencies	Owner		Employees	
	Spearman's Correlation	Sig.	Spearman's Correlation	Sig.
Professional Competencies				
a. Planning	-.493*	.027	.163	.470
b. Problem Solving	-.407	.075	-.047	.834
c. Strategic Thinking	-.201	.395	-.162	.470
d. Decision Making	-.167	.483	-.441*	.040
Social Competencies				
a. Persistence	.079	.740	-.249	.264
b. Communication	-.211	.372	-.242	.279
c. Relationship Building	-.035	.883	-.071	.753
d. Valuing Diversity	-.072	.762	-.154	.495
Personal Competencies				
a. Initiative	.097	.683	-.133	.554
b. Judgment	.045	.852	-.126	.576
c. Teamwork	.127	.595	-.311	.159
d. Coaching	-.327	.159	-.197	.380

* . Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

The results showed that there was a significant correlation between the civil status of the owner/manager respondents with their assessment on their professional competency of planning. Meanwhile, the employee respondents' civil status did correlate with their assessment on professional competency of decision making of the business owners/managers. However, the civil status of both owners/managers and employee respondents did not correlate with their assessment on the professional competencies of owners/managers on

problem solving and strategic thinking. Meanwhile, owners/managers, and employees' civil status did not significantly influence their assessment on the social competencies of owners/managers on persistence, communication, relationship building and valuing diversity. Further, both group of respondents' civil status have no significant correlation on their assessment of the personal competencies of the owners/managers on initiative, judgment, teamwork and coaching.

Table 9. Correlation between Managerial Competencies of Owners and Highest Educational Attainment of Respondents as Assessed by Themselves and Employees

Managerial Competencies	Owner		Employees	
	Spearman's Correlation	Sig.	Spearman's Correlation	Sig.
Professional Competencies				
a. Planning	.343	.139	-.248	.266
b. Problem Solving	.521*	.018	.161	.474
c. Strategic Thinking	.684**	.001	.158	.484
d. Decision Making	.384	.095	.134	.552
Social Competencies				
a. Persistence	.413	.070	-.150	.504
b. Communication	.484*	.031	.138	.539
c. Relationship Building	.439	.053	-.199	.376
d. Valuing Diversity	.396	.084	-.041	.858
Personal Competencies				
a. Initiative	.275	.275	.225	.315
b. Judgment	.309	.309	-.039	.862
c. Teamwork	.305	.305	-.039	.864
d. Coaching	.341	.341	.056	.806

*. Correlation is significant at the 0.05 level (2-tailed).

**.. Correlation is significant at the 0.01 level (2-tailed).

Table 10. Correlation between Managerial Competencies of Owners and Number of Years Managing/as an Employee of Respondents as Assessed by Themselves and Employees

Managerial Competencies	Owner		Employees	
	Spearman's Correlation	Sig.	Spearman's Correlation	Sig.
Professional Competencies				
a. Planning	.037	.878	.079	.727
b. Problem Solving	.350	.130	.102	.650
c. Strategic Thinking	.470*	.037	.376	.085
d. Decision Making	-.114	.633	.138	.540
Social Competencies				
a. Persistence	.376	.102	.277	.212
b. Communication	.072	.763	-.076	.738
c. Relationship Building	.181	.446	-.026	.910
d. Valuing Diversity	.201	.394	.315	.154
Personal Competencies				
a. Initiative	-.263	.262	.254	.253
b. Judgment	.520*	.019	-.064	.778
c. Teamwork	-.030	.902	.252	.258
d. Coaching	.354	.125	.115	.611

*. Correlation is significant at the 0.05 level (2-tailed).

**.. Correlation is significant at the 0.01 level (2-tailed).

The findings revealed a significant correlation between the owner/manager respondents' highest educational attainment in relation to their assessment on their professional competencies of problem solving and strategic thinking. However, the highest educational attainment of the employee respondents was not significantly correlated with their assessment on the professional competencies of planning, problem solving, strategic thinking and decision making of the business owners/managers of agricultural supplies in the province. Further, significant correlation existed between the owner/manager respondents' assessment of their social competence on communication but not on the other social competence of persistence, relationship building and valuing diversity. Also, the highest educational attainment of the employee respondents was found to be not correlated with their assessment on the social competence of the business owners/managers. Generally, both group of respondents' highest educational attainment did not significantly influence their assessment of the personal competence on initiative, judgment, teamwork and coaching of the owners/managers. The number of years managing the business of owner/manager respondents was significantly correlated with their assessment on their professional competency of strategic thinking. This result led to a significant correlation between owner/manager's number of years managing and their assessment on their professional competency of strategic thinking where the strategies of owner/managers depend on their length of years

managing. Meanwhile, the number of years as an employee of the employees of agricultural supplies was found to have no significant relationship on their assessment of the professional competency of the owner/manager planning, problem solving, strategic thinking and decision making. Further, the number of years managing/as an employee of both groups of respondents was found to have no significant relationship on their assessment on the social competencies of the owners/managers on persistence, communication, relationship building, and valuing diversity.

Level of Perception of Respondents on Business Growth and Profitability Predicting Business Success

As shown, both group of respondents *strongly agreed* that due to the managerial competencies of the owners/managers of agricultural supply enterprises, the business had grown with a mean of 3.31 as perceived by the owners/managers and a mean of 3.39 as perceive by the employees. Both the owners/managers and employees strongly agreed that the managerial competencies possessed by the owners/managers helped and improved the book value of the business, later improved the assets significantly and resulted in increased financial rating through the effort of the owners/manager to be better than the competitors. Likewise, both group of respondents strongly agreed that their business revenue had increased and there was fast inventory turnover.

Table 11. Level of Perception of Respondents on Business Growth Predicting Business Success

Perceived Business Growth	Owner		Employees	
	Mean	Verbal Interpretation	Mean	Verbal Interpretation
1. Owner's competency helps and improves the book value of the business.	3.35	Strongly agree	3.54	Strongly agree
2. The business revenue has seemingly increased due to owner's competencies & fast inventory turnover.	3.30	Strongly agree	3.43	Strongly agree
3. The business has improved asset significantly due to owner's efforts to achieve business goals and objectives.	3.40	Strongly agree	3.43	Strongly agree
4. Growth of the sales volume of the business would not be possible without the owner's competencies.	3.35	Strongly agree	3.43	Strongly agree
5. The business overall financial rating has increased as a result of continuous effort to become better than competitors.	3.40	Strongly agree	3.43	Strongly agree
6. The business has gain loyal customers due to owner's good human relation skills.	3.55	Strongly agree	3.64	Strongly agree
7. The business has provided new products which appeals to customer because of the owner's competencies.	3.15	Agree	3.18	Agree
8. The business has increased employee compensation and benefits due to owner's competencies to increase profit.	3.05	Agree	3.00	Agree
9. The business has paid off debts because of owner's competency.	3.25	Agree	3.46	Strongly agree
Mean	3.31	Strongly agree	3.39	Strongly agree
Legend	3.26 – 4.00 2.51 – 3.25	Strongly Agree Agree	1.76 – 2.50 1.00 – 1.75	Disagree Strongly Disagree

Table 12. Level of Perception of Respondents on Business Profitability Predicting Business Success

Perceived Business Profitability	Owner		Employees	
	Mean	Verbal Interpretation	Mean	Verbal Interpretation
1. Profitability in the business steadily increases annually due to owner's competency.	3.35	Strongly agree	3.46	Strongly agree
2. The owner has built passive income streams.	3.30	Strongly agree	3.39	Strongly agree
3. Can implement and monitor a budget.	3.45	Strongly agree	3.54	Strongly agree
4. Can think of every product or service that the company sells as if it were contributing to profitability.	3.75	Strongly agree	3.64	Strongly agree
5. The business has net profit ever year due to owner's competency to generate revenue.	3.55	Strongly agree	3.50	Strongly agree
6. Owner's competency has provided the business a necessary cash on hand to fund large purchases.	3.45	Strongly agree	3.39	Strongly agree
7. Charging of interest on overdue account is a result of owner's competency to increase revenue of the business.	3.30	Strongly agree	3.14	Agree
8. The business was able to establish another branch for the last five years due to owner's competency.	2.85	Agree	2.68	Agree
Mean	3.38	Strongly agree	3.34	Strongly agree
Legend	3.26 – 4.00 2.51 – 3.25	Strongly Agree Agree	1.76 – 2.50 1.00 – 1.75	Disagree Strongly Disagree

Moreover, both the owners/managers and employees have also strongly agreed that the growth of the sales volume of the businesses was dependent to the managerial competencies of the owners/managers. Further, both groups of respondents strongly agreed that the good human relation skills as part of the managerial competencies of the owners/managers that the business had gained loyal customers while merely agreed that due to the managerial competencies that the business has provided new products that had appealed with the customers. Moreover, both the group of respondents agreed that due to the managerial competencies that there is an increase in profit resulting to increased employee compensation and that the business has paid off debts. This implied that owners used their knowledge, skills, and attitude in all of their forms, as well as personality traits and abilities like professional, personal and social competence. According to experts, owners/managers who want to achieve organizational goals while also performing their own duties must learn managerial skills. This is in agreement with the position that we need owners/managers with managerial skills in order to increase organizational efficiency and achieve organizational goals (Javadin *et al.*, 2010). Based on the responses of the owners/managers and the employees, both group of respondents *strongly agreed* that due to the managerial competencies of the owners/managers of agricultural supply enterprises, the business had been successful and is profitable with a mean of 3.38 as perceived by the owners/managers and a mean of 3.34 as perceive by the employees.

Both the owners/managers and employees strongly agreed that the managerial competencies possessed by the owners/managers in implementing and monitoring budget, later had built passive income stream and resulted in annual increase in profitability. Both group of respondents strongly agreed that the business has cash on hand to fund large purchases. Moreover, both the owners/managers and employees have also strongly agreed that generating revenue and net profit was dependent to the managerial competencies of the owners/managers. Respondents strongly agreed that the knowledge of the owner/manager on the products and service of the business as part of the managerial competencies of the owners/managers that had contributed to the profitability of the business.

Meanwhile, the owners/managers strongly agreed that due to the managerial competencies in charging interest to due accounts that had contributed to the increase of the revenue of the business which the employees have just merely agreed upon. Both respondents agreed that due to the managerial competencies that business was able to establish another branch for the last five years. In general, the study looked at Managerial competencies and performance of the agricultural supply business in the province. It is therefore evident that the combinations of managerial competencies have an impact on the profitability of agricultural supply business in the province as assessed by the owner/managers themselves and the employees.

Table 13. Correlation between Managerial Competencies of Owners and Business Growth as Assessed by Themselves and Employees

Managerial Competencies	Owner		Employees	
	Kendall's Correlation	Sig.	Kendall's Correlation	Sig.
Professional Competencies				
a. Planning	.264	.128	.428*	.014
b. Problem Solving	.174	.319	.263	.118
c. Strategic Thinking	.485**	.004	.462**	.005
d. Decision Making	.354*	.038	.389*	.018
Social Competencies				
a. Persistence	.526**	.002	.347*	.037
b. Communication	.427*	.013	.417*	.012
c. Relationship Building	.555**	.001	.455**	.008
d. Valuing Diversity	.610**	.001	.615**	.000
Personal Competencies				
a. Initiative	.254	.143	.362*	.033
b. Judgment	.201	.254	.386*	.023
c. Teamwork	.339	.056	.573**	.001
d. Coaching	.394*	.024	.496**	.003

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Table 14. Correlation between Managerial Competencies of Owners and Business Profitability as Assessed by Themselves and Employees

Managerial Competencies	Owner		Employees	
	Kendall's Correlation	Sig.	Kendall's Correlation	Sig.
Professional Competencies				
a. Planning	.140	.425	.509**	.004
b. Problem Solving	.306	.082	.201	.243
c. Strategic Thinking	.113	.509	.244	.143
d. Decision Making	.291	.091	.167	.319
Social Competencies				
e. Persistence	.452**	.009	.235	.167
f. Communication	.243	.163	.417*	.101
g. Relationship Building	.100	.571	.267	.126
h. Valuing Diversity	.300	.094	.144	.408
Personal Competencies				
i. Initiative	.235	.181	-.015	.929
j. Judgment	.108	.544	.073	.676
k. Teamwork	.264	.141	.112	.534
l. Coaching	-.018	.920	.221	.200

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

The findings revealed a significant correlation between the professional competencies of owners/managers on strategic thinking and decision making in relation to business growth as assessed by both group of respondents. Meanwhile, findings on the response of the group of employee respondents' assessment on the professional competence of the owner/manager on planning showed significant relationship on growth of the business. However, the professional competence of owners/managers on problem solving was not significantly correlated with business growth. It was found that the social competence of owners/managers on persistence, communication, relationship building and valuing diversity has significant correlation to growth of the business in general. Moreover, business growth was also significantly correlated with the personal competence of owners/managers on coaching as assessed by both group of respondents. Also, the personal competence of owners/managers on initiative, judgment, and teamwork was found to have a significant relationship to business growth as assessed by the employee respondents. However, on the assessment of the owner/manager respondents, there was no significant correlation on their personal competence on initiative, judgment, and teamwork in relation to business growth. Generally, this study confirms that managerial competencies among the agricultural supply business owners/managers of agricultural supply in the province of Quirino play a crucial role in small business growth.

Managerial competencies are important because they help learners to be more reflective and self-directed (Beckett, 2008). This study also found that managerial competencies of the entrepreneur are important in contributing to business growth. The employee respondents' assessment on the professional competence of owners/managers on planning was found to have a significant relationship to business profitability. However, the other professional competencies have no significant correlation to growth of the business as a result of the assessment of both the owners and employees' group of respondents. On the other hand, the social competence of owners/managers on persistence was found to have significant correlation to business profitability as assessed by the owner/manager respondents while the social competence of communication was found to have a significant relationship on business profitability as assessed by the employee respondents. However, both respondents' assessments on social competence of the owners/managers on relationship building and valuing diversity was found to have no significant relationship to business profitability. Generally, this study did not confirm that managerial competencies among the agricultural supply business owners/managers of agricultural supply in the province of Quirino will play a crucial role in business profitability. This is not consistent with numerous prior findings (Petridou and Charalambos, 2001), that managerial competencies are needed by a business owner/manager, which highly contribute to the growth or profitability of small

business. The findings of this study rejected the study by Rahman *et al.* (2011), which showed that the managerial competencies significantly helped individuals to perform effectively, and they directly contributed to a firm's growth and profitability.

Conclusion

In consideration to the findings of the study, the following conclusions were drawn:

1. Business owners of agricultural supplies are framed by young minds which could ensure fledging ideas in providing farm inputs in the province.
2. Employees are characteristically younglike the business owners, can introduce new ideas in fulfilling the tasks assigned to them in the business.
3. Agricultural supply business owners/managers are generally highly competent or competent reaching a high level of competencies required for a businessman and manager in the areas of social and personal aspects, while possessing moderately high or competence in terms of professional aspect.
4. Business success is perceived by the owners and employees to have been predicted by growth and profitability.
5. There is no significant relationship between the managerial competencies and the profile of the respondents. However, the linkages between managerial competencies were observed to be positively significant to business growth and but not on business profitability.

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Competing interest

The author declares that she has no financial or non-financial competing interest.

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