

Impact Factors on Entrepreneurial Efficiencies Among Micro-Ventures: Basis of Proposing Entrepreneurial Strategies Among OFWS in the Kingdom of Bahrain

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ABSTRACT

The critical factors influencing entrepreneurial efficiencies among micro-ventures, specifically focusing on those established by Overseas Filipino Workers (OFWs) in the Kingdom of Bahrain. Recognizing the growing prevalence of OFWs engaging in entrepreneurial endeavors, the research aims to identify both internal and external elements that either enhance or hinder their operational effectiveness and overall success. Internal factors may include, but are not limited to, entrepreneurial skills, access to capital, business planning capabilities, and personal resilience. External factors will encompass market conditions, regulatory frameworks, access to support networks, and cultural influences within Bahrain.

By systematically analyzing these impact factors through a mixed-methods approach, involving surveys with OFW entrepreneurs and in-depth interviews with key stakeholders, this thesis will establish a robust empirical basis for proposing targeted entrepreneurial strategies. The study will employ statistical analysis to identify significant correlations and qualitative analysis to provide rich contextual insights. The ultimate goal is to develop practical, context-specific recommendations designed to optimize the efficiency and sustainability of micro-ventures operated by OFWs in Bahrain, thereby contributing to their economic empowerment, fostering a more inclusive entrepreneurial ecosystem, and providing valuable insights for policymakers and support organizations. This research seeks to fill a gap in existing literature by providing a focused examination of a unique entrepreneurial demographic in a specific geopolitical context.

Keywords : *entrepreneurial efficiencies, micro-ventures, entrepreneurial strategies*

INTRODUCTION

Awareness is one of the requirements on meeting entrepreneurial mindset that leads to proper orientation, preparedness, and flexibilities among future entrepreneurs. The growing emphasis on innovation and economic diversification underscores the importance of entrepreneurial mindset where the cultivation of dynamic business environment and the preparedness of future workforce must be observed. The entrepreneurial mindset is said to be a combining various skill which enables individuals to emphasize and face opportunities, respond to barriers, understand, and learn, and implement strategy and tactics, and emerge in a wide array of entrepreneurial undertakings (Constable, 2021). Entrepreneurs have been considered and agreed generally to be major change agents to the economy of nations because they bring new ideas and innovation to the marketplace. Their activities involve formulations of new firms and ventures, stimulating growth plus creating new owners and jobs, thereby creating, and distributing wealth” (Irabur, 2021). The Government of Bahrain constantly battle on best policies to make investment viable in their economy.

The number of start-up businesses in Bahrain particularly among expatriates and is exclusively for Filipino Entrepreneurs is growing and can grow even more but the motivation for this trend has not been investigated to determine if it is due to entrepreneurial mindset, orientation, and entrepreneurial efficiencies or more. If the knowledge on the influencing and impact factors that encourage their entrepreneurial attributes, intentions and opportunities were known and harnessed, then more Filipino expats can be encouraged to start their own ventures of any type or any structure.

Literature research conducted so far has seen little or no work done to identify or study the characteristics of the growing number of Filipino expats who have gone into business already, intend to go into business or what motivates them into business. Thus, the study is conducted to find out the entrepreneurial impact factors on entrepreneurial efficiencies among micro-ventures in the Kingdom of Bahrain. This study further assesses influences and impact factors that can lead to entrepreneurial efficiencies among OFWs and to propose strategies for them to engage into entrepreneurial activities in the Kingdom of Bahrain.

Furthermore, the research is sought to provide awareness and educational reference among future entrepreneurs not limited to Filipino expatriates but anyone who is motivated to try into a venture of any kind can benefit from the output of the research. Apart from the reason that the study is sought based on personal choice and motivation of the researcher, literally and presumably based on literature reviews, there are entrepreneurial studies made by previous authors and researchers however, the typologies of research differ in many contexts, aspects, and design. Specifically, there is no study conducted having exact topic and the same format including the variables sought in the study, thus making the research new, timely and seemingly unique in its sense.

STATEMENT OF THE PROBLEM

This study aims to assess the impact factors on entrepreneurial efficiencies among micro-ventures. Specifically, it attempts to answer the following questions:

1. What is the demographic profile of OFW respondents in terms of:
 - 1.1 age;
 - 1.2 sex;
 - 1.3 income level; and
 - 1.4 educational attainment?
2. What is the extent of entrepreneurial efficiencies in terms of;
 - 2.1 Organizational Structure;
 - 2.2 Organizational Strategy;
 - 2.3 Organizational Environmental Influence; and
 - 2.4 Organizational Performance?
3. What is the level of micro ventures in terms of;
 - 3.1 Strategy;
 - 3.2 Business Capabilities;
 - 3.3 Resource; and
 - 3.4 Core Competencies?
4. What is the significant relationship of entrepreneurial efficiencies to micro ventures?
5. Based on the findings, what strategic program can be proposed on to have entrepreneurial efficiencies in micro ventures?

HYPOTHESIS

The research predicts to determine the hypothesis:

Alternative Hypothesis: There is a significant relationship of entrepreneurial efficiencies to micro ventures.

Null Hypothesis: There is no significant relationship of entrepreneurial efficiencies to micro ventures.

SIGNIFICANCE OF THE STUDY

The research is said to be essential and beneficial among various stakeholders among micro-ventures in the Kingdom of Bahrain. The output of the study shall specifically serve the following: business owners, employees, individual clients, managers, and future researchers.

CONCEPTUAL FRAMEWORK

The conceptual framework for this study is structured around the Input-Process-Output (IPO) model, which provides a clear pathway to understanding the impact factors on entrepreneurial efficiencies among micro-ventures: basis of proposing entrepreneurial strategies among OFWs in the kingdom of Bahrain.

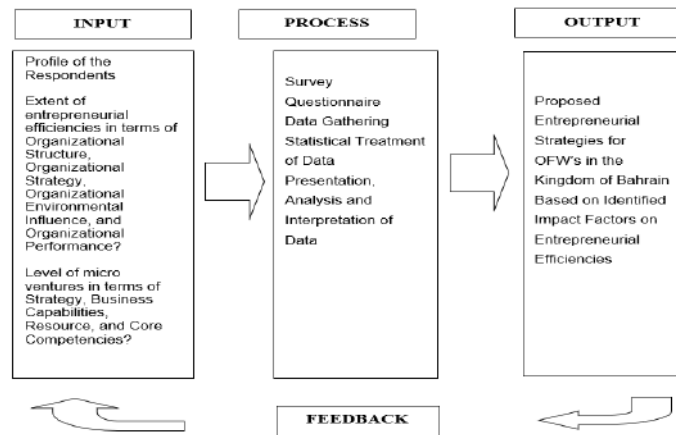


Figure 1.1 Conceptual Framework using the IPO Model

Source: Guansi (2024)

RESEARCH DESIGN

The study used the descriptive - quantitative type of research to gather facts, data, opinions, and perceptions of entrepreneurs in the Kingdom.

POPULATION AND SAMPLING

The purposive sampling approach was used in this research, which is a sort of non-probability sampling in which a sample is collected from a portion of the population that is near at hand. Because the research was done to survey potential OFW entrepreneurs in restaurant business in the Kingdom of Bahrain, purposive sampling is a suitable strategy that has been frequently used in previous studies and for instance where respondents are hard to gather them altogether during the administration of the survey. Purposive sampling is appropriate for the researcher as it is more flexible to work out and administer.

Generally, on basis of population data over 55,000 OFWs (Source: Ministry of Information Affairs), a sample over 119 can be safe using the parameters of previous studies using sample when population is indefinite.

RESEARCH INSTRUMENT

The self-structure survey questionnaire was prepared in five parts with respective purpose of assessment. Responses were measured using a four-point Likert Scale, and average weighted means. Also, the questionnaires' responses were completely based on the respondents' own experiences and opinions.

RELIABILITY AND VALIDITY OF INSTRUMENT

Cronbach's alpha was used to determine the reliability of the questionnaire. Also, content validity from five (5) research experts was utilized to further validate the study questionnaire.

The reliability and validity of the questionnaire was tested by conducting pilot test to 30 respondents but were not included in the final floating of the questionnaire.

STATISTICAL TREATMENT OF DATA

The data was treated with two statistical treatments. These statistical treatments were descriptive statistics and inferential statistics for regression.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

Problem 1 – Demographic Profile

The following are the tally results of demographic profile: On the frequency and percentage of respondents according to age, majority of the respondents are 31-40 years old with frequency of 35 or 29.41%, followed by both 21-30 and 41-50 years old with both frequency of 30 or 25.21%, and lastly is 51 years and above with frequency of 24 or 20.17%; On the frequency and percentage of respondents according to sex, majority of the respondents are male with frequency of 61 or 51.26%, while female have a frequency of 58 or 48.74%; On

the frequency and percentage of respondents according to monthly income, majority of the respondents have monthly income of 40,001-50,000 with frequency of 41 or 34.45%, followed by 30,001-40,000 with frequency of 38 or 31.93%, then 25,000-30,000 monthly income with frequency of 25 or 21%, and lastly is 50,001 and above monthly income with frequency of 15 or 12.61%; and on the frequency and percentage of respondents according to educational attainment, majority of the respondents are college graduates with frequency of 65 or 54.62%, followed by under graduate with frequency of 37 or 31.09%, and lastly are graduate studies with frequency of 17 or 14.28%.

Problem 2 - Level of Enterprise Efficiencies

Table 4.1 – Level of Enterprise Efficiencies

FACTORS	WEIGHTED MEAN	VERBAL INTERPRETATION
Organizational Structure	2.66	AGREE
Organizational Strategy	2.80	AGREE
Organizational Environmental Efficiencies	2.83	AGREE
Organizational Performance	3.16	AGREE
OVER - ALL WEIGHTED MEAN	2.86	AGREE

The table shows the summary of level of enterprise efficiencies and its verbal interpretation. Majority of the respondents choose organizational performance with weighted mean of 3.16 and verbal interpretation of agree, followed by organizational environmental efficiencies with weighted mean 2.83 and verbal interpretation of agree, then, organizational strategy with weighted mean of 2.80 and verbal interpretation of agree, and lastly is organizational structure with weighted mean of 2.66 and verbal interpretation of agree. The overall weighted mean is 2.86 with verbal interpretation of agree in the summary of level of enterprise efficiencies.

For organizational structure, the findings suggest that organizational structure is moderately important in achieving entrepreneurial efficiency. Respondents agree that structural elements - particularly those tied to compliance and human resources - have a tangible effect on how efficiently their micro-businesses operate. These insights can be a foundation for designing more targeted entrepreneurial strategies for OFWs.

For organizational strategy, the findings emphasize that for OFW micro-ventures in the Kingdom of Bahrain, the alignment of strategies with the enterprise’s mission and vision is seen as the most critical element in ensuring organizational efficiency. This insight underscores the need for entrepreneurs to develop and implement strategies that are purpose-driven and mission-focused, serving as a guiding framework for business growth and decision-making.

For organizational environmental efficiency, the findings conclude that adherence to local, national, and international environmental laws and standards is the most significant factor contributing to enterprise efficiency among OFW-led micro-ventures in the Kingdom of Bahrain. This highlights the respondents’ strong recognition that legal compliance not only ensures business legitimacy but also supports long-term sustainability and operational risk reduction.

For organizational performance, the results indicate that a well-designed organizational structure is the most significant contributor to enterprise efficiency among OFW-led micro-ventures in the Kingdom of Bahrain. Respondents strongly agree that clear roles, responsibilities, and coordination within the organization enhance decision-making and overall business performance.

Problem 3 - Extent of Micro-ventures

Table 4.2 – Extent of Micro-ventures

FACTORS	WEIGHTED MEAN	VERBAL INTERPRETATION
1. Strategy	2.79	AGREE
2. Business Capabilities	2.92	AGREE
3. Resources	3.22	AGREE
4. Core Competencies	3.33	STRONGLY AGREE
OVER - ALL WEIGHTED MEAN	3.06	AGREE

The table shows the summary of extent of micro ventures and its verbal interpretations. Majority of the respondents choose core competencies with weighted mean of 3.33 and verbal interpretation of strongly agree. Followed by resources with weighted mean of 2.22 and verbal interpretation of agree, then, business capabilities with weighted mean of 2.92 and verbal interpretation of agree. Lastly is strategy with weighted mean of 2.79 and verbal interpretation of agree. The overall weighted mean is 3.06 with verbal interpretation of agree in the summary of extent of micro ventures.

For strategy, the findings show that long-term vision, mission, and core values are the most significant strategic elements guiding micro-ventures among OFWs in the Kingdom of Bahrain. Respondents agree that having a clear and purpose-driven direction plays a vital role in shaping effective business strategies and sustaining enterprise growth.

For business capabilities, the findings reveal that training, development programs, and recruitment of talent with relevant competencies are the most critical business capabilities for micro-ventures among OFWs in the Kingdom of Bahrain. Respondents strongly agree that investing in skilled human resources significantly enhances business performance and supports long-term growth.

For resources, the findings indicate that funds used to support operations, growth, and investment are the most essential resources for micro-ventures among OFWs in the Kingdom of Bahrain. Respondents strongly agree that financial capital plays a crucial role in sustaining daily operations and enabling long-term business development.

For core competencies, the findings reveal that clear strategic direction and leadership that nurtures and invests in key capabilities is the most significant core competency among OFW-led micro-ventures in the Kingdom of Bahrain. Respondents strongly agree that effective leadership and focused strategy are essential in building and sustaining business excellence.

Multi- Regression Analysis

Regression Analysis on Entrepreneurial Efficiencies - Organizational Structure

A multiple regression was calculated to determine whether the Entrepreneurial Efficiencies in terms of Organizational Structure was affected by the Micro Ventures. The data presented in Table 15 shows the value of R squared ($R^2=0.025$) which denotes that 2.5 % of increase in the Entrepreneurial Efficiencies in terms of Organizational Structure is attributed by the Micro Ventures. The p-value = 0.340 generated from the ANOVA table explains that we have enough evidence to show that the Entrepreneurial Efficiencies in terms of Organizational Structure is not significantly affected by the Micro Ventures.

The respondents also agreed that Strategy ($p = 0.192$); Business Capabilities ($p = 0.125$); Resources ($p = 0.548$) and Core Competencies ($p = 1.00$) have no significant influence on the Entrepreneurial Efficiencies in terms of Organizational Structure. The relationship between organizational structure and Entrepreneurial efficiencies, particularly within micro ventures, is a complex subject substantiated by empirical studies. The reported R-squared value of 0.025 indicates that only 2.5% of the variance in Entrepreneurial efficiencies is explained by micro ventures, aligning with literature that highlights the limited direct impact of micro ventures on organizational outcomes. The p-values derived from the ANOVA analysis ($p = 0.340$ for Micro Ventures, $p = 0.192$ for Strategy, $p = 0.125$ for Business Capabilities, $p = 0.548$ for Resources, and $p = 1.00$ for Core Competencies) suggest a lack of significant influence on Entrepreneurial efficiencies.

In conclusion, the synthesized evidence suggests that Entrepreneurial efficiencies concerning organizational structure, particularly within micro ventures, are minimally affected by the independent variances in micro ventures, strategies, business capabilities, resources, or core competencies. The findings collectively highlight an institutional framework where leadership effectiveness depends on aligning various organizational components rather than isolated entrepreneurial characteristics.

Regression Analysis on Level of Entrepreneurial Efficiencies - Organizational Strategy

A multiple regression was calculated to determine whether the Entrepreneurial Efficiencies in terms of Organizational Strategy was affected by the Micro Ventures. The data presented in Table 16 shows the value of R squared ($R^2=0.115$) which denotes that 11.5 % of increase in the Entrepreneurial Efficiencies in terms of Organizational Strategy are attributed by the Micro Ventures. The p-value = 0.000 generated from the ANOVA

table explains that we have enough evidence to show that the Entrepreneurial Efficiencies in terms of Organizational Strategy is significantly affected by Micro Ventures.

The respondents also agreed that Strategy ($p = 0.834$); Business Capabilities ($p = 0.078$); and Core Competencies ($p = 0.916$) have no significant influence on the Entrepreneurial Efficiencies in terms of Organizational Strategy. While the Technology Infrastructure ($p = 0.001$) shows a significant influence on the Entrepreneurial Efficiencies in terms of Organizational Strategy. In the analysis of the impact of micro ventures on Entrepreneurial efficiencies in terms of organizational strategy, the reported R squared value of ($R^2 = 0.115$) indicates that approximately 11.5% of the variability in Entrepreneurial efficiencies can be attributed to micro ventures. This suggests a modest but statistically significant contribution of micro ventures towards improving Entrepreneurial efficiencies in the organizational context.

In conclusion, the analysis of the influence of micro ventures on Entrepreneurial efficiencies emphasizes the necessity of a dedicated focus on technology infrastructure to drive significant improvements. The findings assert the need for organizations to tailor their strategies, considering the substantial impact of technological capabilities while recognizing that traditional business capabilities alone may not suffice in the contemporary competitive landscape.

Regression Analysis on Entrep Efficiencies - Organizational Environmental Efficiencies

A multiple regression was calculated to determine whether the Entrepreneurial Efficiencies in terms of Organizational Environmental Efficiencies were affected by the Micro Ventures. The data showing the value of R squared ($R^2=0.010$) which denotes that 1.0 % of increase in the Entrepreneurial Efficiencies in terms of Organizational Environmental Efficiencies is attributed by the Micro Ventures. The p-value = 0.766 generated from the ANOVA table explains that we have enough evidence to show that the Entrepreneurial Efficiencies in terms of Organizational Environmental Efficiencies are not significantly affected by the Micro Ventures.

The respondents also agreed that Strategy ($p = 0.498$); Business Capabilities ($p = 0.426$); Resources ($p = 0.399$) and Core Competencies ($p = 0.509$) has no significant influence on the Entrepreneurial Efficiencies in terms of Organizational Environmental Efficiencies. In the context of understanding organizational environmental efficiencies, a statistically determined R-squared value of 0.010 indicates that only 1% of the variance in leadership efficiencies may be explained by micro ventures. Concurrently, a p-value of 0.766 indicates that the effects of micro ventures on leadership efficiencies are statistically insignificant.

The findings suggest that the contributions of micro ventures could be minimal in settings where strategic leadership and efficient resource allocation are not prioritized. Mola et al. (2024) highlight that challenges in strategic execution can complicate the successful translation of plans into outcomes, thereby supporting the assertion that Entrepreneurial efficiencies are unaffected by the previously noted factors in this study.

Regression Analysis on Entrepreneurial Efficiencies - Organizational Performance

A multiple regression was calculated to determine whether the Entrepreneurial Efficiencies in terms of Organizational Performance was affected by the Micro Ventures. The data showing the value of R squared ($R^2=0.105$) which denotes that 10.5 % of increase in the Entrepreneurial Efficiencies in terms of Organizational Performance is attributed by the Micro Ventures. The p-value = 0.000 generated from the ANOVA table explains that we have enough evidence to show that the Entrepreneurial Efficiencies in terms of Organizational Performance are significantly affected by Micro Ventures.

The respondents also agreed that Strategy ($p = 0.716$); Business Capabilities ($p = 0.100$); and Core Competencies ($p = 0.196$) has no significant influence on the Entrepreneurial Efficiencies in terms of Organizational Performance. While Resources ($p = 0.018$) shows a significant influence on the Entrepreneurial Efficiencies in terms of Organizational Performance.

The analysis of the relationship between Micro Ventures and Entrepreneurial Efficiencies in terms of Organizational Performance reveals that Micro Ventures account for approximately 10.5% of the variance in Entrepreneurial efficiencies, as indicated by the R-squared value of 0.105.

CONCLUSIONS

The researcher has drawn to therefore conclude the following: (1) The entrepreneurial efficiency of micro-ventures, particularly in the context of Organizational Structure, is greatly influenced by several factors, including leadership style, organizational learning, and awareness of the entrepreneurial environment. Understanding these elements is crucial, especially among overseas Filipino workers (OFWs) in the Kingdom of Bahrain, who may seek to establish their own enterprises; (2) The inquiry into the level of entrepreneurial efficiency among micro-ventures, particularly focusing on how organizational strategy fosters such efficiencies, reveals a wide array of influential factors. Organizational strategy, as a pivotal element, plays a crucial role in shaping entrepreneurial success. This importance is underscored by various studies that identify the relationship between organizational culture, strategic goals, and entrepreneurial outcomes; (3) In examining the level of entrepreneurial efficiency among micro-ventures in the context of Overseas Filipino Workers (OFWs) in Bahrain, it is essential to analyze how various factors within the organizational environment influence entrepreneurial outcomes. This statement of the problem necessitates a thorough examination of the contextual influences, especially considering the unique environment in which these micro-ventures operate; and (4) The study of entrepreneurial efficiency among micro-ventures, particularly among Overseas Filipino Workers (OFWs) in the Kingdom of Bahrain, necessitates an understanding of various factors influencing organizational performance. The level of entrepreneurial efficiency can significantly impact organizations, which exemplifies the need to analyze the interplay between entrepreneurship theories and practical application within specific contexts, such as micro-ventures operated by OFWs.

RECOMMENDATIONS

Based on the indicators that received the lowest ratings from the survey results, the following recommendations are proposed to strengthen entrepreneurial efficiencies among OFW-led micro-ventures in the Kingdom of Bahrain:

1. Promote participative leadership approaches. Entrepreneurs should adopt inclusive and participatory management styles that promote shared responsibility and empower team members. This can help improve internal communication, decision-making, and team performance.
2. Define a clear leadership vision and governance structure. Business owners are encouraged to articulate their long-term vision, establish transparent decision-making processes, and develop structured governance frameworks to guide strategy implementation.
3. Integrate environmentally responsible sourcing practices. Entrepreneurs should consider partnering with eco-friendly suppliers and adopting sustainable procurement practices. This can enhance the business's reputation and appeal to environmentally conscious consumers.
4. Ensure alignment between strategy and business goals. Clear and well-communicated strategic plans are essential for effective execution. Entrepreneurs need to align daily operations with long-term objectives to prevent inefficiencies and ensure consistent performance.
5. Streamline organizational structures. Revisiting the internal organization of tasks, roles, and responsibilities is recommended. A well-structured setup can improve workflow, reduce redundancy, and support operational growth.
6. Develop strategies to gain a competitive edge. Entrepreneurs should explore ways to stand out in the market by analyzing competitors, understanding customer needs, and identifying unique selling propositions that distinguish their products or services.
7. Adopt flexible and agile business systems. Introducing adaptable structures that allow for quicker decision-making and responsiveness to market changes can significantly improve the business's overall capability.
8. Maximize the use of physical resources. Proper management and optimization of tangible assets such as tools, equipment, and facilities should be prioritized to support smooth production or service delivery.
9. Encourage continuous learning and skill enhancement. Entrepreneurs should pursue learning opportunities and commit to personal development. This includes attending workshops, networking events, and industry training to build core competencies over time.
10. Review and adjust business strategies regularly. Business strategies should be dynamic. Regular reviews and updates based on market feedback, performance results, and industry trends will help keep the business competitive and sustainable.

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