

BIBLIOGRAPHY

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ABSTRACT

This study was conducted to identify the personal entrepreneurial competencies possessed by the members of Universal Multi-purpose Cooperative who availed of the cooperative's livelihood assistance, to identify the entrepreneurial characteristics that are strong and weak in them and to identify whether these member-borrowers became successful in their livelihood projects.

This was conducted at Universal Multi-purpose Cooperative, D&L Building, Km. 5, Pico, La Trinidad, Benguet from December to January 2010.

The result of the study shows that majority of the member-borrowers are found to be relatively strong on the ten areas of entrepreneurial competencies. Furthermore, majority of the member-borrowers became successful in their livelihood projects. These indicate that the member-borrowers have the acumen in operating businesses whether agricultural or commercial.

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INTRODUCTION

Rationale

Going into business can be an exciting but, at times, a depressing experience. Opportunities and challenges associated with business make it exciting, but the risk of loss and fear of the unknown will be troublesome. Because this such an important step, the decision to start a business should be made in a deliberate and objective manner. The emotional aspects of fulfilling a life-long dream of ownership should not supersede a realistic assessment of one's business skills and what is needed to be successful.

Many people dreamed of being engage into business and suddenly going from rags to riches. The achievements of people like Steven Jobs of the Apple Computer, Lucio Tan who brought to the Philippines an advanced hog-raising facility from Taiwan and set up Foremost Farms in Tanay, Rizal way back 1970 and now owned multi-national companies like the Asia Brewery (the second brewer in the Philippines), Tanduay Holdings, Fortune Tobacco etc.; Tony Tan Caktiong who started his business with a lowly burger and siopao stand in 1975 and now the founder and current chairman of the Philippine's largest fast food chain Jollibee; and Jack Dulnuan from the municipality of La Trinidad, Benguet who started a small piggery , bakery and eatery but now owned several branches of restaurants in the locality, an auto repair shop and a bus transportation company.

Before making a decision to start a small business, the prospective owner needs to have clear objectives of what is to be gained by being an owner and examine the possible drawbacks to ownership and of course have the personal characteristics in managing a business to be successful.



However, competencies in business are just normal since business is a dynamic as well as a living force, which affects particularly every aspect of social life. In fact, so wide is the scope of business activities that it is rarely necessary to point out the observation that no individual has been able to escape from the impact of such activities.

Competence is a standardized requirement for an individual to properly perform a specific job. It encompasses a combination of knowledge, skills and behavior utilized to improve performance. Moreover, competence is the state of quality of being adequately or well qualified, having the ability to perform a specific role.

The success or failure of an entrepreneurial undertaking is to a great degree dependent on the personal entrepreneurial competencies of the entrepreneur. Thus, the study sought to determine the entrepreneurial competencies of the members of the Universal Multi-purpose Cooperative (UMPC) who availed of the livelihood assistance from the cooperative.

Statement of the Problem

1. What are the personal entrepreneurial competencies possessed by the members of the UMPC who availed of the cooperative's livelihood assistance?
2. What entrepreneurial characteristics are strong and weak in them?
3. Were these member-borrowers became successful in their respective livelihood projects?

Objectives of the Study

This study aimed to determine the entrepreneurial competencies of the members- borrowers for livelihood assistance. Specifically, it aims to:



1. Identify the personal entrepreneurial competencies possessed by the members of UMPC who availed of the cooperative's livelihood assistance.
2. Identify the entrepreneurial characteristics that are strong and weak in them.
3. Identify whether these member-borrowers became successful in their respective livelihood projects?

Importance of the Study

The study would like to assess the entrepreneurial competencies of the member-borrowers in the relation to the livelihood assistance projects they availed from the Universal Multi-purpose Cooperative (UMPC).

Results of this study may help the cooperative in assessing prospective borrowers in the future.

Scope and Limitation of the Study

The study focused on the entrepreneurial competencies of the member-borrowers of the Universal Multi-purpose Cooperative (UMPC) who availed of the livelihood assistance program of the cooperative for the current year (January-November 2009)



REVIEW OF LITERATURE

Entrepreneurship is the practice of starting new organizations or revitalizing mature organizations, particularly new business generally in response to identified opportunities. It is often a difficult undertaking, as majority of new businesses fail. Entrepreneurial activities are substantially different depending on the type of organization that is being started. Entrepreneurship range in the scale from solo projects (even involving the entrepreneur only part-time) to major undertakings creating many job opportunities (Onuoha, 2007)

Entrepreneurial capabilities are very important in building a business. Entrepreneurs suffer a number of failures because most of them are hard up in operating their business and some do not have enough funds to support their business while others just managed their business through institutions or practical business technique as cited by Inlubang and Veloria (2000).

The rule of entrepreneurship and entrepreneurial culture in economic and social development has often been under estimated over the years. However, it has increasingly become apparent that entrepreneurship does indeed contribute to economic development. history shows that economic progress has been significantly advanced by pragmatic people who are entrepreneurial and innovative, able to exploit opportunities that other may fail to recognize or may even view as problems or threats. Entrepreneurship is closely associated with change, creativity, knowledge, innovation and flexibility factors that area increasingly important source of competitiveness in an increasingly globalize world economy (Smith, 2006).



Entrepreneurship, in simplest sense, refers to the ability of an individual to determine and come up with the proper combination of the resources available in his environment and transform this into an output of either goods or services, and obtain a fair profit at the price the entrepreneur sets. It entails the activities of spotting opportunities, conceptualizing these ideas into business opportunities, identifying and using resources to produce products and make profits out of them. It also includes a set of behaviors, skills and attributes conducive to the development of innovation and creativity (Azarcon, *et al.*, 2005).

Government and private agencies give strong emphasis on entrepreneurship development. Prospective and small entrepreneurs are hard up in starting and operating their business mainly because some of them do not know the basic elementary rules in managing a business. Most of them do not have enough capital to finance their enterprise. They have difficulty in acquiring loans from lending institutions and others cannot cope with the high degree of competition posed by other firms in the industry (Lugtu and Nadiahan, 1999).

Faltin in 2007, stated that important for entrepreneurship is the creative mindset that helps entrepreneurs to create new ideas and bring these to the market in a way appropriate to create value for an external audience.

The characteristics which appears to typify the ultimately very successful entrepreneurs is not their borne opportunities but his ability to acquire the general sets of managerial skills exhibited by the chief executive of small organizations. Awareness of markt requirements, understanding of finance, ability to train and delegate to a team of subordinates are also common traits (Oblay, 2005).



There is also this Chinese proverb, “Without careful management of resources, a surplus will be exhausted. With careful management, even modest resources will yield a surplus” (Tsao, 1995).

Pladio (2008), entrepreneurs are those who are creative and are able to perceive and take advantage of economic opportunities, who innovate and develop new products and services regardless of the resources they handle. But to conceive, launch and produce new products and offer better services.

Keeping a business running is the primary goal of entrepreneurship management. This means anyone on the entrepreneurship management team needs to have fresh ideas for keeping the company not only in the black but also very far into the black just barely making enough money to cover expenses doesn't exactly make a business successful, after all. Entrepreneurship management, therefore, must find ways of cutting expenses, increasing profits, and generally keeping the business alive. One of the most innovative thing entrepreneurship management can do is to create a new source of income. As a small business or even a home based business, it's possible to find new ways of income without overloading yourself with work. For being a prefect entrepreneur, every aspirant of entrepreneurship has to have adequate knowledge and management skills. This is because management is required in almost every area of entrepreneurship. Whether it is directing and controlling the work of the employees, taking care of the production process, organizing the manpower, selecting some good candidate for suitable management skills plays an important role in performing the activity efficiently and effectively (Anonymous, 2008).



However, competitiveness usually occurs in entrepreneurship as well as in a cooperative. Competitiveness (Nelson, 1992) is an attractive concept across different levels of studies. A recent review by Waheeduzzaman and Ryabs (1996) pointed out that the competitiveness concept involves different disciplines like comparative advantage and/or price competitiveness perspective. Moreover, competitiveness can be treated as a dependent, independent, or an intermediary variable, depending on the perspectives from which we approach the issue.

Country competitiveness is usually viewed from an industry perspective with industrial structure, deregulation and anti-trust measures as the dominant themes. Creating export winners involves a shared mission among government, management, and labor to compete and win in the coming decade (Khullar, 1995).

Entrepreneurial competency (Kiggundy, 2002) refers to the sum total of the entrepreneurs' requisite attributes for successful and sustainable entrepreneurship.

Competence (Collin, 1989) is shown in action in a situation in a context that might be different the next time you have to act. In emergency context, competent people will react to the situation in the context and to have a repertoire of possible actions to take and have trained in the possible actions in the repertoire, if this is relevant. Regardless of training, competence grows experience and the extent of an individual to learn and adapt. However, there has been much discussion among academics about the issue of definitions. The concept of competence has different meanings, and continues to remain one of the most diffuse terms in the management development sector, and the organizational and occupational literature.



The eight main competencies that prospective entrepreneurs must adopt to help them build and maintain their entrepreneurial spirits according to Jade Net Organization (2005) are: ability to believe in oneself, ability to recognize responsibilities, ability to seize opportunities, ability to engage in change, ability to deliver quality results, ability to care about the environment, sense of responsibility, and ability to develop creativity.

Personal Entrepreneurial Competencies
(Entrepreneurship Principles and Practices,
A Modular Approach)

1. Opportunity Seeking – refers to an entrepreneur’s basic skill of being able to quickly spot and identify possible profitable business endeavors. Entrepreneurs seek opportunity to respond to the needs of customers or clients. The successful entrepreneur keep on looking for ways of satisfying consumers or clientele, such as improving product for sale and relating with the factor and services. a businessman must be capable of assessing a market situation, seeing discrepancies between current production processes, market demands, gaps between sellers and buyers, and knowing how can turn the market situation into a profitable business venture.

2. Commitment to the Work Contract – refers to an entrepreneur keeping his word or promise. The entrepreneurs keep his promise of charging affordable price and selling quality goods and make this available when needed. Walang *et.al* (1998), in order for the officers and managers show the commitment to the cooperative, they are expected to set high but realistic standard of excellence among themselves.

3. Persistence – pertains to how persevering one can be despite many obstacles and failed attempts to be successful. The entrepreneur keeps on trying to improve to his good services and relationship with clientele.



4. Demand for efficiency and quality - the entrepreneur always seeks better way of doing thing and makes sure that his products and services are of the best quality. He is known to produce consistent results as required by his clients, achieving customer satisfaction without unnecessary wastage.

5. Goal-Setting – refers to an entrepreneur’s ability to set realistic and attainable objectives. Without set goals, one tends to give up easily when falling getting what is desired. Business starts with specific short term objective teaching to long term goals. For majority of the entrepreneurs, setting specific plans and targets about the future is not an obvious task that is performed (Lugtu and Nadiahan, 1999).

6. Information seeking /feedback seeking - an entrepreneur who seeks on ways and means of pleasing his clients and keeping in with his competence. It is also the awareness of the past, current and future issues affecting the business.

7. Systematic Planning and Monitoring of Plans - planning means thinking ahead by breaking down tasks to logical step by step activities until the goal is reached. Monitoring means seeking up from time to time how far or how much of the targeted activities have been achieved as planned.

8. Persuasion and Networking - persuade people to join him/her in the business and so with the other individual agencies and other groups to maintain higher level business contracts.

9. Self-Confidence - strongly believes in himself, shows confidence in his over ability to undertake difficult tasks or respond to challenge. He is sure of himself and his abilities, skills and talents and uses them when called for without hesitation.



10. Risk taking – risk are always present in the decisions you make, especially as entrepreneurs. Before making major decisions, it would be wise for you to assess the risks involved. Whenever possible, quantify your decisions. Numbers help a lot in decision making, especially in business.

The Impact of Competition (Successful Business Planning for Entrepreneurs, Moorman and Halloran, 2006)

Competition, when used in a business sense, means a rivalry between companies that sell similar products or services. If you are to survive in the business world, you will have to get to know your competition. You must have competitive impact, which means the ability to effectively compete with other businesses.

Competition grows out the fact that, in a country such as ours, consumers have freedom of choice. They can spend their money anywhere they please. They make decision to spend their money in our store or down the street at another store that is in competition with yours.

Because there is freedom of choice in spending, you as a business person must be as competitive as possible. Your store must be of the highest quality and your merchandise of the type consumers' demand. These positive attributes must then be combined with prices that are lower than or at least equal to those of your competitor.

Everyday that the doors of your business are open to the public, you must strive to develop better products and better ways to serve your costumers. If you do not, your competitor will. At the same time, you have to keep an eye on your competitors and what they are doing. You cannot allow them to get a competitive edge on you. Once they do, your customers will become their customers.



Competitive Intelligence (Successful Business for Planning Entrepreneurs)

Competitive analysis has achieved such a prominent place in business success that it has spawned a whole new industry. Today entrepreneurial ventures all over the world sell the service of gathering competitive intelligence. The industry is large enough to have its own professional association. SCIP, the Society of Competitive Intelligence Professionals, describes itself as an organization that is serving professionals who are leveraging knowledge for competitive advantage.

Many entrepreneurs do not understand the concept of competitive intelligence and its importance to modern businesses. Competitive Intelligence (CI) is a systematic and ethical program for gathering, analyzing and managing external information that can affect a company's plans, decisions and operations.

Regardless of whether you are selling competitive intelligence as a service or conducting it for your own entrepreneurial use, CI is important. Consider the pace of business change. What was true yesterday may not be true tomorrow. Managing "by seat of your pants" is no longer a viable option.

Instinct and intuition are still important assets, but they must be applied to data gathered through intense competitive intelligence activities.

Socio-Demographic Profile (Entrepreneurship Principles and Practices, A Modular Approach)

The inclination of the individual to be entrepreneurial commonly manifests during the individuals' teenage years. The important characteristics of an entrepreneur, such as creativity, independence, and the ability to handle uncertainty, apparently emerge during the individuals' teenage years. The outstanding values and traits of the individual are



most obvious during these years. However, the first important business venture of an entrepreneur occurs during the individuals' thirties. Many entrepreneurs start their significant business ventures in their thirties-early thirties for men, and late thirties for women. As cited by Walang *et.al* (1998), the older respondents were more interested to engage in business than the younger ones.

The civil status of an entrepreneur is usually married. Most entrepreneurs tend to be married individuals. The support of the spouse plays a significant role in entrepreneurial success.

Entrepreneurs are most often men. Although emerging trends dictate that more and more women are venturing into business, men still generally outnumber in this field. Most studies of Small and Medium enterprises as cited by Lugtu and Nadiyah (1999), found that majority of the entrepreneurs are indeed males. Meanwhile, Walang *et.al* (1998) has opposite finding that females are more active in entrepreneurial activities than male.

The educational attainment of an entrepreneur during his/her first important business venture will be a college graduate. The average educational attainment of entrepreneurs is a bachelor's degree or a college degree. In many countries, the educational attainment of an entrepreneur is at par with that of the local population. Entrepreneurs need to have formal education for them to understand the business transactions (Walang, *et al*, 1998). As stated also in the Cooperative Code of the Philippine 2008 (Republic Act. 9520), cooperative shall provide education and training for their member, elected and appointed representatives, managers, and employees, so



that they can contribute effectively and efficiently to the development of their cooperatives.

Definition of Terms

Entrepreneurship – using resources effectively and efficiently as well as training them into profitable venture.

Entrepreneur – person or individuals in entrepreneurship

Competence – ability to do or perform a specific task, action or function successfully.

Business – legally recognized organization designed to provide goods and services to consumers

Management – organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives

Livelihood – something that provides income to live on

Personal entrepreneurial competencies – formulated by the Management Systems International that is used to determine entrepreneurial competencies



METHODOLOGY

Locale and Time of the Study

The study was conducted at La Trinidad, Benguet where most of the members of the Universal Multi-purpose Cooperative (UMPC) are residing. This was conducted from December 2009 to February 2010.

Respondents of the Study

The respondents of this study were the members of the UMPC who availed of the livelihood assistance program of the cooperative from January to November 2009.

They are composed of 40 individuals of whom 20 came from those who availed agricultural loan and another 20 from those who availed of commercial loan.

Research Method

The researcher made use of secondary data from the cooperative. Primary data were collected from the member-respondents. The PEC's self-rating questionnaires were used in identifying the entrepreneurial competencies of the respondents.

Data Analysis

Data gathered were analyzed and summarized based on the objectives of the study. Descriptive statistics like frequencies, percentages and means were used in the analysis .



RESULTS AND DISCUSSION

Socio-Demographic Profile of the Respondents

Table 1 presents the profile of the respondents in terms of age, gender, civil status, and highest educational attainment.

Age. The respondents are relatively young considering their mean age of 34.43 years old. The majority (55%) belongs to the 31-40 years old bracket. As cited by Walang *et.al* (1998), the older respondents were more interested to engage in business than the younger ones. This also reveals that most newly graduate student prefer to seek for a job than to create a job.

Civil status. Most (80%) are married. According to Azarcon, *et al* (2005), the civil status of an entrepreneur is usually married. Most entrepreneurs tend to be married individuals. The support of the spouse plays a significant role in entrepreneurial success.

Sex. Females (57.5%) slightly dominate the population. According to many of the respondents, female are greater are greater in number than the males in cooperative activities. The males on the other hand, specialized on field works especially for open farming. Most studies of Small and Medium enterprises as cited by Lugtu and Nadiahan (1999), found that majority of the entrepreneurs are indeed males. Meanwhile, Walang *et.al* (1998) has opposite finding that females are more active in entrepreneurial activities than male.

Highest educational attainment. All of the respondents had formal education, with the majority (75%) even finishing college. Entrepreneurs need to have formal education for them to understand the business transactions (Walang, *et al*, 1998). As studies also



emphasized the importance of education, where educated individuals generally more receptive to changes/innovations. Thus, its importance, especially to an association like a cooperative is paramount.

Table 1. Socio-demographic profile of the respondents

PARTICULARS	FREQUENCY	PERCENTAGE
Age		
20-30	11	27.5
31-40	22	55
41-50	7	17.5
TOTAL	40	100
Civil Status		
Single	8	20
Married	32	80
TOTAL	40	100
Sex		
Male	17	42.5
Female	23	57.5
TOTAL	40	100
Highest Educational Attainment		
College	30	75
High school	10	25
TOTAL	40	100



Entrepreneurial Profile of the Respondents

Number of years in the current business. The respondents were relatively new in their businesses, with almost all (95%) were into their businesses for less than five years. A significant (37.5%) were actually only around one-two years in their business.

Number of borrowings for 2009. Borrowings for year 2009 were the ones accounted in this study. Results show that majority (62.5%) borrowed twice while a significant (17.5%) borrowed thrice. The rest (20%) only borrowed once.

Table 2. Entrepreneurial Profile of the Respondents

PARTICULARS	FREQUENCY	PERCENTAGE
Number of years in the current business		
1-2	15	37.5
3-4	23	57.5
5-above	2	5
TOTAL	40	100
Number of borrowings for 2009		
1	8	20
2	25	62.5
3	7	17.5
TOTAL	40	100



Business where Loans were Utilized

Table 3 shows the business where loans were utilized. For the agricultural loan, (50%) half of the respondents utilized it for vegetable production, (40%) a significant for flower production, and the rest for livestock. For commercial loan, (40%) more used it for vegetable trading, 15% for computer shop, 10% for sari-sari store, rummage and eatery and 5% loaned for construction, bookstore and office equipment.

This implies that the amounts borrowed were mostly utilized for farm and off-farm businesses (vegetable trading).

Table 3. Business where loans were utilized

PARTICULARS	FREQUENCY	PERCENTAGE
AGRICULTURAL		
Vegetable production	10	50
Cut flower production	8	40
Livestock	2	10
OFF-FARM AND NON-AGRICULTURAL		
Sari-sari store	2	10
Computer shop	3	15
Vegetable trading	8	40
Construction, Bookstore and Office equipment	1	5
Rummage, sari-sari store and eatery	2	10
TOTAL	40	100



Result of business operations from the availed livelihood assistance

Results of the study show that the member-borrowers generated sufficient profits from their operations. However, a few (12%) were not able to pay their loans on time because of the practice of not using the loan for the intended purpose; others were due to low prices of vegetables.

Table 4. Distribution of respondents according to whether they were able to pay their loans on time from the cooperative

PARTICULARS	FREQUENCY	PERCENTAGE
Loans were paid on time	35	87.5
Loans not paid on time	5	12.5
TOTAL	40	100

Table 5. Distribution of respondents according to reasons for failure to pay loans on time

PARTICULARS	FREQUENCY	PERCENTAGE
Reasons for failure to pay loans on time		
Loan was used for other purpose	3	60
Low price of vegetables	2	40
TOTAL	5	100



Personal Entrepreneurial Competencies

Opportunity Seeking

Table 6 presents the opportunity seeking of the member-borrowers. The result of analysis shows that majority (77.5%) were found to be relatively strong in opportunity seeking although a significant were weak.

This implies that the respondents were relatively opportunity seekers. They usually try things that are new to them. Azarcon, *et al* (2005), a businessman must be capable of assessing a market situation, seeing discrepancies between current production processes, market demands, gaps between sellers and buyers, and knowing how can turn the market situation into a profitable business venture.

Persistence

Result shows (Table 7) that most (82.5 %) were found to be relatively strong in persistence. Finding implies that the respondents possessed a positive point of view on the problems that occur in their business. They try to do something even if other people say that you are likely to fail.

Commitment to Work Contract

It is presented in Table 8 that most (80%) were found to be relatively strong in terms of commitment to work contract. This implies that the member-borrowers are strong enough to accept full responsibility for problems they encountered in managing their business. Walang *et.al* (1998), in order for the officers and managers show the commitment to the cooperative, they are expected to set high but realistic standard of excellence among themselves.



Table 6. Distribution of the respondents according to their opportunity seeking

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	1	2.5
Relatively Strong	31	77.5
Weak	8	20
TOTAL	40	100

Table 7. Distribution of the respondents according to their persistence

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	2	5
Relatively Strong	33	82.5
Weak	5	12.5
TOTAL	40	100

Table 8. Distribution of the respondents according to their commitment to work contract

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	5	12.5
Relatively Strong	32	80
Weak	3	7.5
TOTAL	40	100



Demand for Quality and Efficiency

As shown in Table 9, most (92.5%) from the member-borrowers were found to be relatively strong in demand for quality and efficiency. It implies that the respondents are strong enough to do things and make sure that his/her services are of the best quality. As stated by Azarcon *et.al* (2005), he is known to produce consistent results as required by his clients, achieving customer satisfaction without unnecessary wastage.

Risk-taking

Risks are always present in the decisions you make, especially as entrepreneurs. Before making major decisions, it would be always be wise to assess the risks involved. Result shows (Table 10) that most (85%) are found to be weak in risk taking. This finding implies that the member-borrowers are afraid of risk-taking. They are also weak in decision-making.

Goal Setting

Table 11 presents that most (90%) of the member-borrowers were found to be relatively strong in setting goals. It implies that they are realistic. On the other hand, they are strong enough to set an attainable objective in order to make their business successful. For majority of the entrepreneurs, setting specific plans and targets about the future is not an obvious task that is performed (Lugtu and Nadiah, 1999).



Table 9. Distribution of the respondents according to their demand and efficiency

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	3	7.5
Relatively Strong	37	92.5
Weak	-	-
TOTAL	40	100

Table 10. Distribution of the respondents according to their risk-taking

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	-	-
Relatively Strong	6	15
Weak	34	85
TOTAL	40	100

Table 11. Distribution of the respondents according to goal-setting

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	1	2.5
Relatively Strong	36	90
Weak	3	7.5
TOTAL	40	100



Information Seeking

The ability to seek information is important because it gives the entrepreneurs an edge relative to competitors. It is shown in Table 12 that most (90%) of the member-borrowers are relatively strong information seekers. It implies that they are aware of past, present and future issues affecting their business. They make sure that they gather all needed facts before making informed decisions.

Systematic Planning

Systematic planning and monitoring is defined as the development and use of logical step to reach goals. Table 13 shows that most (80%) of the respondents were found to be relatively strong in systematic planning and monitoring. It implies that the member-borrowers are strong enough to undertake a business venture. It also shows that they are strong to take the necessary time and effort to make sure that when plan is executed, task and objectives are being achieved.

Persuasion and Networking

It is evident that a good entrepreneur is one who should be very good in persuading people in establishing linkages for the business. It is shown in Table 14 that majority (55%) of the member-borrower found weak in persuasion and networking. This implies that majority of them had weak capability to influence others and were not able to socialize and develop strong connections with other people.



Table 12. Distribution of the respondents according to their information seeking

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	2	5
Relatively Strong	36	90
Weak	2	5
TOTAL	40	100

Table 13. Distribution of the respondents according to their systematic planning

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	4	10
Relatively Strong	32	80
Weak	4	10
TOTAL	40	100

Table 14. Distribution of the respondents according to their persuasion and networking

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	-	-
Relatively Strong	18	45
Weak	22	55
TOTAL	40	100



Self-confidence

Table 15 present that majority (52.5%) of the member-borrower had relatively strong self-confidence. This implies that the member-borrower were secure with themselves, allowing them to face other people, their customers and situations without much fear. Azarcon, *et.al* (2005), he is sure of himself and his abilities, skills and talents and uses them when called for without hesitation.

Table 15. Distribution of the respondents according to their self-confidence

PARTICULARS	FREQUENCY	PERCENTAGE
Very Strong	-	-
Relatively Strong	21	52.5
Weak	19	47.5
TOTAL	40	100



SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

This study was conducted to determine the personal entrepreneurial possessed by the members of Universal Multi-purpose Cooperative who availed of the cooperatives' livelihood assistance as well as to identify the entrepreneurial characteristics that are strong and weak in them and to find out whether these member-borrowers became successful in their respective livelihood projects.

A survey questionnaire and Personal Entrepreneurial Competency Self-Rating (PECS) questionnaire was used to gather the needed information. Twenty (20) respondents will be from those who avail agricultural loans and so with the commercial loan with the total of forty (40) respondents.

Majority of the respondents were engaged in vegetable production and in vegetable trading. Most of the respondents are married and college graduate. Majority have operating their current business 3-4 years. Member-borrowers loaned mostly for open farm vegetable trading. This implies that the amount borrowed mostly intended for field operation especially in producing vegetables (for agricultural loan) and vegetable trading (for commercial loan). However, according to the respondents in vegetable production, they also go into vegetable trading.

The finding shows that most (98%) of the member-borrowers found to be strong on the ten areas of entrepreneurial competencies. This implies that the member-borrowers had the achievement cluster as well as the planning cluster and the power cluster in operating their own businesses whether a commercial or agricultural business. However, some member-borrowers' weakness is risk-taking under the achievement cluster and



persuasion and net working. Finding also shows that majority of the member-borrowers are successful in their respective livelihood projects. Although some were not able to pay loans on time because they did not utilize the loan for the intended purpose; others were due to low price of their commodities.

Conclusions

Based from the findings of the study, the following conclusions were made:

1. Majority of the member-borrowers who availed of the livelihood assistance of the cooperative are in their 30's.
2. They are relatively strong in most of the personal entrepreneurial competencies except for risk-taking where they are found to be weak.
3. They generated sufficient profits from their operations however, some were not able to pay their loans on time due to the wrong practice of not using the loan for the intended purpose and low prices of their commodities.

Recommendations

1. Since the study shows that most of the member-borrowers from the Universal Multi-purpose Cooperative are relatively strong in terms of their personal entrepreneurial competencies, the cooperative should continue the livelihood assistance program it is extending to members.
2. Results of the PEC analysis also shows that there a lot of things that are still to be done to the members. The cooperative should further enhance the entrepreneurial skills and spirits among the members by providing appropriate trainings and/or further trainings. They could tap the expertise of concerned agencies for this purpose like the



Benguet State University, Local Government Unit, Department of Science and Technology, etc.

3. Members should also be reminded on the importance of utilizing loans for the intended purpose. Stricter monitoring of members' projects/livelihood assistance should also be done by the cooperative.

4. Members should also be encouraged to monitor demand and supply situations for their commodities to program their operations to prevent low prices for said commodities.



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APPENDIX A
Communication Letter to the Manager

DEPARTMENT OF AGRICULTURAL ECONOMICS
AND ARGIBUSINESS MANAGEMENT (DAEAM)
Benguet State University
La Trinidad, Benguet

December 2009

IRENE B. COLIGMAN
Manager
Universal Multi-purpose Cooperative
D & L Building, Km 5 La Trinidad, Benguet

Madam:

Warm greetings!

I am Marcing G. Dao-anes, a student of Benguet State University taking up Bachelor of Science in Agribusiness major in Cooperative Management. I am presently conducting a research titled “ENTREPRENEURIAL COMPETENCIES OF THE MEMBERS OF UNIVERSAL MULTI-PURPOSE COOPERATIVE” as a requirement for the degree.

In connection, may I request permission to conduct my study and float my questionnaires to your members?

Thank you very much for your favorable action regarding this request. Your action will be highly appreciated.

Sincerely yours,

MARCING G. DAO-ANES
Researcher



APPENDIX B
Letter to Respondents

Republic of the Philippines
Benguet State University
College of Agriculture
La Trinidad, Benguet

Dear Respondents:

Greetings!

I am Marcing G. Dao-anes, a fourth year student of Benguet State University taking up Bachelor of Science in Agribusiness majoring in Cooperative Management.

One of the requirements for graduation is to submit a thesis in line with the students' specialization/major.

In line with these, I am conducting a study in titled "Entrepreneurial Competencies of the Members of Universal Multi-purpose Cooperative".

The success of this study relies on your honest answer to questions. Rest assured that your responses will be treated with utmost confidentiality.

Thank you very much and God Bless.

Respectfully yours,

MARCING G. DAO-ANES
Researcher



APPENDIX C
Questionnaire for the Cooperative

PROFILE OF THE COOPERATIVE:

- a) Year organized: _____
- b) Date registered to CDA: _____
- c) Total number of members: _____
- d) Total number of members who availed of the livelihood assistance: _____

QUESTIONS: Please check on the space provided. Thank You.

1) What are the livelihood assistance do UMPC provided to borrowers?

1) Additional working capital for existing business for:

a) Agricultural production:

- _____ flower production
- _____ green house
- _____ open farm
- _____ others, please specify _____

b) Commercial business

- _____ vegetable traders
- _____ rummage
- _____ sari-sari stores
- _____ others, please specify _____

2) What is your basis in providing livelihood assistance?

- | | |
|-------------------------|-----------------|
| _____ Existing business | _____ character |
| _____ Collateral | _____ Capital |
| _____ Capacity | |

3) What are your terms in providing:

a) Commercial business

- _____ payable within 2-5 months
- _____ others, please specify _____

b) Agricultural production

- _____ payable within 5-6 months
- _____ others, please specify _____



4) Do you monitor the livelihood assistance you provided?

___Yes ___No

If yes, how? _____

If no, why? _____

5) Is the livelihood assistance you provided is competitive?

___Yes ___No

6) Do you provide livelihood assistance in fair basis?

___ Yes ___No

If yes, how? _____

If no, why? _____

7) Do you think entrepreneurial competencies of borrowers for livelihood assistance affects the success of the cooperative?

___Yes ___No

If yes, why? _____

If no, why? _____

8) Do the member-borrowers follow the policies regarding on loaning for livelihood assistance?

___Yes ___No

9) What are the techniques used by the cooperative in monitoring projects?

_____ letters/questionnaires
 _____ cellular phones (SMS)
 _____ ocular inspection/frequent visits
 _____ others, please specify _____



APPENDIX D
Questionnaire for the Respondents

Members Profile

Name: _____ Civil Status: _____

Age: _____ Gender: _____

Highest Educational Attainment: _____ college
 _____ high school
 _____ elementary
 _____ others, please specify _____

Number of years in the current business: _____

Number of borrowings for 2009: _____

Total amount borrowed for 2009: _____

Please check on the space provided. Thank you.

1) What is your purpose in loaning?

A) For agricultural production

_____ flower production

_____ greenhouse

_____ open farm

_____ others, please specify _____

B) For commercial business

_____ computer shop

_____ vegetable traders

_____ rummage

_____ others, please specify _____

2) Does the livelihood assistance provide by UMPC help you (your family)?

_____ Yes

_____ No

If yes, how? _____ increase income

_____ others, please specify _____

If no, why? _____ bankruptcy

_____ others, please specify _____

3) Were you able to pay your loans on time?

_____ Yes

_____ No

If yes, how? _____ daily depositing

_____ money loaned was not used in the intended purpose

_____ business was successful (high income)

_____ to avoid high interest

_____ others, please specify _____

If no, why? _____ the money borrowed was not used for the intended purpose

_____ it is used for the intended purpose but the business has low income

_____ it is used for the intended purpose but the business bankrupt due to mismanagement



4) Were you able to generate sufficient profits from your operations?

_____Yes _____No

PERSONAL ENTREPRENEURIAL COMPETENCY SELF-RATING
QUESTIONNAIRE FOR RESPONDENTS

This questionnaire consists of 55 brief statements. Read each statement very carefully and decide how much each statement describes you by using the rating given below. This exercise is designed to help you identify the areas where you can develop. Please answer them honestly, thank you. Write the number on the space provided.

Legend: 5 – always
4 – usually
3 – sometimes
2 – rarely
1 - never

Statements

- _____ 1. I look for things that need to be done.
- _____ 2. When faced with a difficult problem, I spend a lot of time trying to find a solution.
- _____ 3. I complete my work on time.
- _____ 4. It bothers me when things are not done very well.
- _____ 5. I prefer situation in which I can control the outcomes as much as possible.
- _____ 6. I like to think about the future.
- _____ 7. When starting a new task or project, I gather a great deal of information before going ahead.
- _____ 8. I plan a large project by breaking it down into smaller tasks.
- _____ 9. I get others to support my recommendation.
- _____ 10. I feel confident that I will succeed in whatever I try to do.
- _____ 11. No matter who I'm talking to, I'm good listener.
- _____ 12. I do things that need to be done before being asked to do so by others.
- _____ 13. I try several times to get people to do what I would like them to do.
- _____ 14. I keep the promises I make.
- _____ 15. My own work is better than that of other people I work with.
- _____ 16. I don't try something new without making sure I will succeed.
- _____ 17. It is a waste of time worrying about what to do with life.
- _____ 18. I seek the advice of people who knows a lot about the tasks I'm working on.
- _____ 19. I think about the advantages and disadvantages or different ways of accomplishing things.
- _____ 20. I do not spend much time thinking about how to influence others.
- _____ 21. I change my mind if others disagree strongly with me.
- _____ 22. I feel resentful when I don't get my way.
- _____ 23. I like challenges and new opportunities.



- ____ 24. When something gets in my way of what I'm trying to do, I keep on trying to accomplish what I want.
- ____ 25. I am happy to do someone else's work, if necessary, to get the job done on time.
- ____ 26. It bothers me when time is wasted.
- ____ 27. I weigh my chances of succeeding or failing before I do something.
- ____ 28. The more specific I can be about what I want out of life, the more chances I have to succeed.
- ____ 29. I take action without wasting time gathering information.
- ____ 30. I try to think of all the problems I may encounter and plan what to do if each problem occurs.
- ____ 31. I get important people to help me accomplish my goals.
- ____ 32. When trying something difficult or challenging, I feel confident that I will succeed.
- ____ 33. In the past, I have had failures.
- ____ 34. I prefer activities that I know well and with which I am comfortable.
- ____ 35. When faced with major difficulties, I quickly go on to other things.
- ____ 36. When I'm doing a job for someone, I make a special effort to make sure that the person is happy with my work.
- ____ 37. I'm never entirely happy with the way in which things are done; I always think there must be a better way.
- ____ 38. I do things that are risky.
- ____ 39. I have a very clear plan for my life.
- ____ 40. When working on a project for someone, I ask many questions to be sure I understand what the person wants.
- ____ 41. I deal with the problems as they arise rather than spend time anticipating them.
- ____ 42. In order to reach my goals, I think of solutions that benefit everyone involved in the problem.
- ____ 43. I do very good work.
- ____ 44. There have been occasions when I took advantage of someone.
- ____ 45. I try things that are very new and different from what I have done before.
- ____ 46. I try several ways to overcome things that get in the way to my goals.
- ____ 47. My family and personal life are more important to me than work deadlines I set for myself.
- ____ 48. I do not find ways to complete tasks faster at work and at home.
- ____ 49. I do things that others consider risky.
- ____ 50. I am so concerned about meeting my weekly goals as I am for my yearly goals.
- ____ 51. I go to several different sources for information to help with tasks or projects.
- ____ 52. If one approach to a problem does not work, I think of another approach.
- ____ 53. I am able to get people who have strong opinions or ideas to change their minds.
- ____ 54. I stick with my decisions even if others disagree strongly with me.
- ____ 55. When I don't know something, I don't mind admitting it.

Note: Statements derived from Entrepreneurship Principle and Practices (A Modular Approach, 2005)



Personal Entrepreneurial Competency Self-Rating Questionnaire Corrected score Sheet

PEC	Original Score		Correction value		Corrected total
Opportunity Seeking	_____	-	_____	=	_____
Persistence	_____	-	_____	=	_____
Commitment to Work Contract	_____	-	_____	=	_____
Demand for Quality And Efficiency	_____	-	_____	=	_____
Risk Taking	_____	-	_____	=	_____
Goal Setting	_____	-	_____	=	_____
Information Seeking	_____	-	_____	=	_____
Systemic Planning And Monitoring	_____	-	_____	=	_____
Persuasion and Networking	_____	-	_____	=	_____
Self-Confidence	_____	-	_____	=	_____
CORRECTED TOTAL SCORE =					_____



SCORING SHEET

Rating of Statements	Score	PEC
$\frac{\quad}{(1)} + \frac{\quad}{(12)} + \frac{\quad}{(23)} - \frac{\quad}{(34)} + \frac{\quad}{(45)} + 6 =$	_____	Opportunity Seeking
$\frac{\quad}{(2)} + \frac{\quad}{(13)} + \frac{\quad}{(24)} - \frac{\quad}{(35)} + \frac{\quad}{(46)} + 6 =$	_____	Persistence
$\frac{\quad}{(3)} + \frac{\quad}{(14)} + \frac{\quad}{(25)} - \frac{\quad}{(36)} + \frac{\quad}{(47)} + 6 =$	_____	Commitment to Work contract
$\frac{\quad}{(4)} + \frac{\quad}{(15)} + \frac{\quad}{(26)} - \frac{\quad}{(37)} + \frac{\quad}{(48)} + 6 =$	_____	Demand for Quality & efficiency
$\frac{\quad}{(5)} + \frac{\quad}{(16)} + \frac{\quad}{(27)} - \frac{\quad}{(38)} + \frac{\quad}{(49)} + 6 =$	_____	Risk Taking
$\frac{\quad}{(6)} + \frac{\quad}{(17)} + \frac{\quad}{(28)} - \frac{\quad}{(39)} + \frac{\quad}{(50)} + 6 =$	_____	Goal Setting
$\frac{\quad}{(7)} + \frac{\quad}{(18)} + \frac{\quad}{(29)} - \frac{\quad}{(40)} + \frac{\quad}{(51)} + 6 =$	_____	Information Seeking
$\frac{\quad}{(8)} + \frac{\quad}{(19)} + \frac{\quad}{(30)} - \frac{\quad}{(41)} + \frac{\quad}{(52)} + 6 =$	_____	Systematic Planning & Monitoring
$\frac{\quad}{(9)} + \frac{\quad}{(20)} + \frac{\quad}{(31)} - \frac{\quad}{(42)} + \frac{\quad}{(53)} + 6 =$	_____	Persuasion and Networking
$\frac{\quad}{(10)} + \frac{\quad}{(21)} + \frac{\quad}{(32)} - \frac{\quad}{(43)} + \frac{\quad}{(54)} + 6 =$	_____	Self-Confidence
Total PEC Score = _____		
$\frac{\quad}{(11)} + \frac{\quad}{(22)} + \frac{\quad}{(33)} - \frac{\quad}{(44)} + \frac{\quad}{(55)} + 6 =$	_____	Correction Factor

