

Women in Fisheries: Entrepreneurial Orientation and Business Performance

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Abstract – Theories suggests that entrepreneurial orientation improves business performance. The study aimed to assess the level of entrepreneurial orientation and its relation to business performance of the 32 women in Sagay City Coastal Areas with micro fishery-related business activities. Respondents were identified through purposive sampling. Data gathering approaches were mixed methods (individual interview, observation, FGD) using qualitative and quantitative design. Data were analyzed using mean, standard deviation and percentage. Findings show that majority of respondents ages 40 – 50 years old, 93% married, and educational attainment mostly high school level. The classification of business commodities varies, 63% fish and shell fish vendors, 28% dried fish, smoke fish and value-adding products processors and sellers, 5% shell craft, 4% fishing gear construction. Capitalization varies, majority ranging from P5,000.00 – 10,000.00 bracket and monthly income from P6,000.00 – 9,000.00. According to them their income is dependent on their capital investment, the bigger the amount of capital the higher the income. In terms of entrepreneurial orientation, 68% of them possesses high level in terms of innovativeness, proactiveness and willingness to take risk in managing business operations. Based on findings women in fisheries are potential entrepreneurs and contributors for economic growth. Continues empowerment and entrepreneurial skill enhancement through trainings must be considered

Keywords – Women Entrepreneurs, innovativeness, risk taking, pro-activeness

INTRODUCTION

In the issues of population growth, dwindling stocks or depleted fish stocks and lack of gainful employment have made the coastal communities vulnerable and economically ill. The situation pushes the people to break management rules, risk their lives in illegal fishing using explosives or obnoxious substances for their family to survive. Women have resorted in livelihood with belief to free them out from the bondage of poverty. A livelihood is environmentally sustainable when it maintains or enhances the local and global assets in which livelihoods depends [1]. Alternative livelihoods often seen as essential for development of coastal communities, conservation of marine and coastal biodiversity and eventually road to entrepreneurship [2]. Majority of women in fisheries become entrepreneurs for reasons of necessity and identified antecedents to the generalized “push”, “pull” and environmental motives [3]. Entrepreneurship is a vibrant and growing trend internationally because it has a vital role in creating wealth and jobs [4]. Huge amounts of development funds spent on a range of initiatives designed to stir entrepreneurial activity and build the capability of small enterprises [5]. However,

gaps/issues are prevalent because the Philippines exhibits the highest rate of business start-up in the Asia-Pacific and South Asia region and at the same time the highest business discontinuance rate [3]. The constant churning of new business starts and closures creates an atmosphere where the success of a venture is uncertain. [6]. In the literature cited by Nwoy [7] the barrier on this issue pointed out on the difficulty in accessing financial support, unclear and inconsistent implementation of government and lack of entrepreneurial orientation. Credit is often the missing link for low-income families [8]. Likewise, presumption that lending to the poor is very risky, limit bankers’ willingness to extend credit to the poor [8] and the notion that increase in the number of microenterprises reduces the probability of individual success [8].

Sagay City in Negros Occidental encompasses the 32,000 hectares Protected Seascape including the six coastal barangays with population of more or less 42,000. This coastal zone is endowed with coral reefs, seagrass beds, beaches, estuaries and extensive mangrove forests cover. Majority of the Coastal communities relied primarily on these coastal and marine resources for their livelihood. Their resource

management program initiative includes fishing regulation and provision of alternative livelihood opportunities to women beneficiaries for small-scale businesses start-ups [9]. However, only 20% survive and still struggling for sustainability, while 80% had perished or discontinued. The issues initially pointed out on the lack of capital to operate, difficulty to access capital from legal sources, trust of funder on the capability of women, and high interest rate of some financing institutions. The situation has compelled the researcher to investigate the issues on why start-ups small –scale business has gone or discontinued and why other survived? Why formal lending institutions doesn't have trust and confidence? What are their level of entrepreneurial orientation? Studies related to entrepreneurial orientation specifically on small-scale business in fisheries are very limited. Given the fact that women in small-scale business in fisheries have not received sufficient attention from the government and even from academic institutions as subject for research. Results of this study may shed light to policy makers and academic with mandate on extension in creating environment conducive to start-ups small-scale business of poor women in fisheries through trainings and seminars.

The study sought to investigate the women in fisheries as to their present entrepreneurial orientation and business performance. This study anchors on the theory of entrepreneurial construct by Kreiser and Davis [10], Kreiser, Marino and Weaver [11]; Li, Huang and Tsai [12]; Matchaba-Hove and Vambe[13]; Dess and Lumpkin [14]-[15]. In emerging countries [15], entrepreneurship orientation becomes significant in firms setting focuses on the three constructs and theories namely: Innovativeness as predisposition to engage in creativity [10]-[12]. It reflects the tendency to new ideas and new processes [10]. Innovation is the specific instrument of entrepreneurship as it endows resources with a new capacity to create wealth [13]. Second, is Pro-activeness which is an opportunity-seeking, forward-looking perspective. This characterized by the introduction of new products and services ahead of the competition and acting in anticipation of future demand [14]-[15]. Third is risk taking involves some bold actions by venturing into the unknown, borrowing heavily, and/or committing significant resources to ventures in uncertain environments [15], [16].

According to Dess and Lumpkin [14] firms that follow a strategy of corporate entrepreneurship are able to pursue growth through new venture opportunities

and strategic renewal. Further stated that firms able to effectively follow in this strategy will experience sustainable advantages and yield above-average returns [13]. Strategy and entrepreneurship literatures suggest that an entrepreneurial orientation (EO) improves firm performances [12]. In the study of Avlonitis and Salavou [17] stressed out that entrepreneurial attitude instilled in active entrepreneurs as compared with passive entrepreneurs. Active primarily mirrored in new products, which embody in their characteristics higher uniqueness [17]. Kreiser and Davis [12] develop and study a theoretical model of the relationship between firm-level entrepreneurship and firm performance based on the three constructs: innovativeness, proactiveness, and risk-taking [10]. In the study of Li, enHuang and Tsai (2009) entrepreneurial orientation is positively related to firm performance and knowledge creation process plays a mediating role in this relationship [12]. In terms of innovation, small businesses produce twice as many product innovations per employee as large firms creating new products, services, lines of business and industries [18].

Thus, this study focusses on the 42 survivor women with small-scale business star-up as potential entrepreneurs from the fishing village of the Six Coastal Barangays in Sagay City, Negros Occidental, and Philippines.

OBJECTIVES OF THE STUDY

The study aimed to determine the entrepreneurial orientation and business performance of women in fisheries in Sagay City, Negros Occidental, Philippines. Specifically, this sought to find out the socio-demographic, business profile and level of entrepreneurial orientation in terms of the three dimensions: innovativeness, pro-activeness and willingness to take risk in managing business operations.

MATERIALS AND METHODS

Research Design

The study used the descriptive method in quantitative-qualitative design. This research method is widely used because it describes the present characteristics of the subject population or phenomenon under investigation. According to Manuel and Medel, descriptive research describes what as it involves the description, recording, analysis, and interpretation of the present nature, composition or processes of phenomena.

Respondents

Respondents of the study are the forty-two (42) survivor women who are active small-scale business owners/operators from the coastal Barangays of Sagay City, Negros Occidental, Philippines.

Data- Gathering Instrument

To gather the information in this research a modified survey questionnaire based from the standard one developed by Matchaba-Hove, T M; Vambe, A K. [13] was employed. A modification was done because the intended respondents are small-scale business owners/managers specifically women in fisheries.

Part 1 of the instrument contains demographic information and business profile of the entrepreneurs. Part 2 level of entrepreneurial orientation in terms of innovativeness, pro-activeness and willingness to take risk [22]- A 5-point Likert Scale measures the level of entrepreneurial orientation of the respondents arrange in sub-scale with descriptive interpretation as follows:

- 4.20-5.0 Very Highly Oriented (possess an excellent ability to be an entrepreneur)
- 3.40-4.19 Highly Oriented (possess a high ability to be an entrepreneur)
- 2.60-3.39 Oriented (possess a satisfactory ability to be an entrepreneur)
- 1.80- 2.59 Poor Oriented (entrepreneurship may not be an appropriate career for you)
- 1.0 - 1.79 Very Poorly Oriented(Avoid entrepreneurship)

The questionnaire had undergone validation by five (5) experts in the field of business, entrepreneurs, and social scientists. Thirty (30) small-scale business operators in the marketplace of the adjacent coastal city with similar category were utilized in dry-run of instruments. The Cronbach Alpha coefficients were used to assess the internal consistency and the reliability of the statements in the instrument. The results of validation confirm that items used in each construct are adequate and reliable which resulted to .87 interpreted to a high degree.

Data Gathering Approaches

The approached used the mixed methods employing questionnaire’s administration. Retrieval was 100 percent considering that the number of respondents were small. However, the method was backup by unstructured interview and Focus Group Discussion to validate their responses and clarify the data in the

questionnaire.

Statistical Analysis

All the information generated from the respondents were processed and analyzed using Mean, Percentage and Pearson r statistical tools.

RESULTS AND DISCUSSION

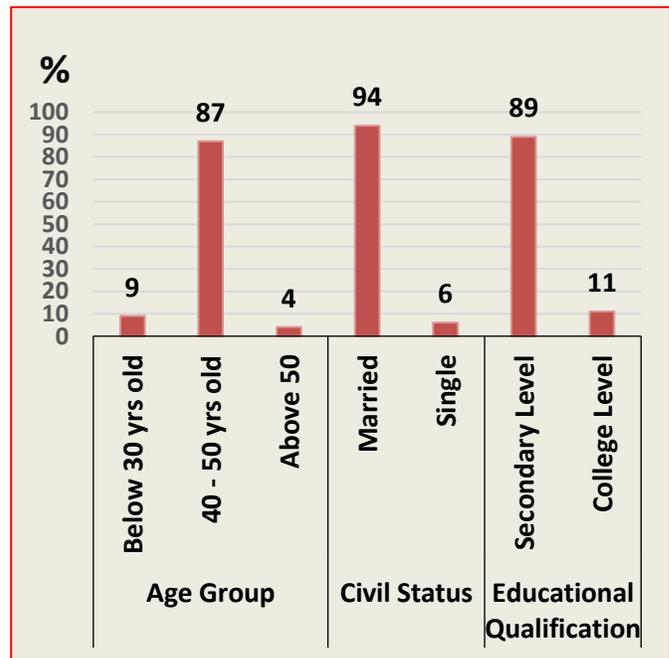


Fig. 2. Percentage distribution of respondents’ Age group, Civil Status, Educational Attainment and Household Size (N=42)

Figure 2 discloses the respondent’s Age Group, Civil Status Educational Attainment. Majority (87%) of the respondents are between 40-50 years old, age below 30 is 9% and 4% above 50 years old. Civil status comprises 94% married and 6% single. Educational attainment covers 89% Secondary level and 11% College level.

Several previous studies found that demographic characteristics, such as age, gender and education attainment affects entrepreneurial orientation such as innovativeness, pro-activeness and risk taking, competitive aggressiveness, and motivation, entrepreneurial readiness [21]. Reynolds et al. (2000) as cited by Md. Aminul Islam Mohammad Aktaruzzaman Khan Abu Zafar Muhammad Obaidullah M. Syed Alam (2011) found that individuals ranging from 25 to 44 years were the most entrepreneurially active. Finding from another study in

India by Sinha (1996) disclosed that successful entrepreneur were relatively younger in age [21]. The older (>25 years old) entrepreneurs were more successful than the younger ones [21]. Education is important in entrepreneurship [22]. Related studies reveals the significant relationship that exist between highly educated women and lowly educated women [22]. Women are encouraged to believe in themselves while acquiring high level of education will provide impetus for growth and achievement in their entrepreneurial innovative activities [23]. Illiteracy has implication in the deterioration of livelihoods in most households [24].

Business Profile of Respondents

Business profile includes age (years) of operation, products and services traded/vended, capitalization, turnover of monthly net income of business and ROI. These give an indication of the sustainability and success. Figure 3 depicts the respondents' business commodities (products and services) traded/vended/sold. It shows that majority (63%) of them are vendors/traders of fish, shellfish, and other fishery products (e.g. squid, crabs, sea cucumber).

Sources of supplies are coming from the protected area (using the sustainable fishing method), fishpond and mariculture projects. Some stocks are an accumulation of purchases from other fishers also. When supplies are scarce, some of them sourced out from the neighbouring coastal areas in Negros Island for big and medium size fish. They marketed their stocks in any public markets where they can have higher sales specifically during season where fishing activities is unfavourable. Women engaged in this business are conscious and innovative in sourcing and marketing of stocks where they earn much income.

Twenty-eight percent (28%) are vending processed products such as dried fish, smoked fish, tocino, chorizo, and other value added products. Majority of them are fish processors. They bought fish and engaged in fish drying, smoked fish processing and other value adding products. They also get supplies (processed products) from the neighbouring coastal areas and islands to sustain the availability of stocks. Women are traded their products at any places in Negros during market days. Shell craft trading/vending comprises 5% of the women engaged in small-scale business. They bought empty shells from the community households, children, and process to produced creative decorations. They also traded their large volumes of stocks in big market to Cebu and other islands. Seashell crafting is a

promising business for women in the coastal areas for home decors such as chandeliers, lampshades, jewellery boxes and other decorative products. With their limited budget, they also have constraints in buying raw materials according to their available financial resources.

Another group of women comprising four (4%) percent is fishing gear making/assembly including net mending. Women with the help of their spouse and children engaged in gear construction like making of fish and crab pots, net mending and even in structure assembly of fish coral and fish traps. This alternative livelihood is more of labour component. Women engaged in this small-scale business are very innovative in designing the structure. Though the techniques are inherited from their ancestors but modification and creativity improves the products.

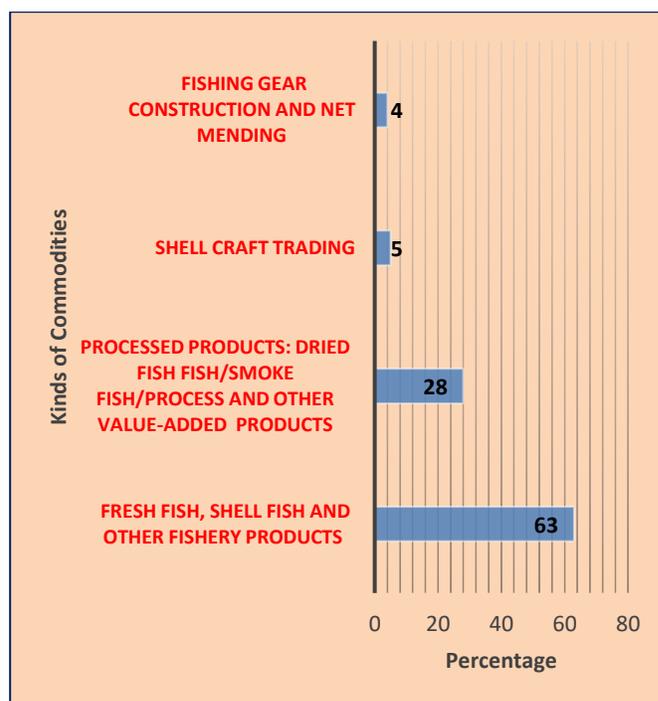


Fig. 3. Percent Distribution of Respondents Kinds of Commodities (Products/Services) Traded/Vended (N=42)

Figure 4 discloses the respondents' business age or years of operation, capitalization, monthly turnover/income, and return of investment (ROI). The findings showed, women who traded fish, shell fish and other fishery products are operating in an average of 7 years and 6 months.

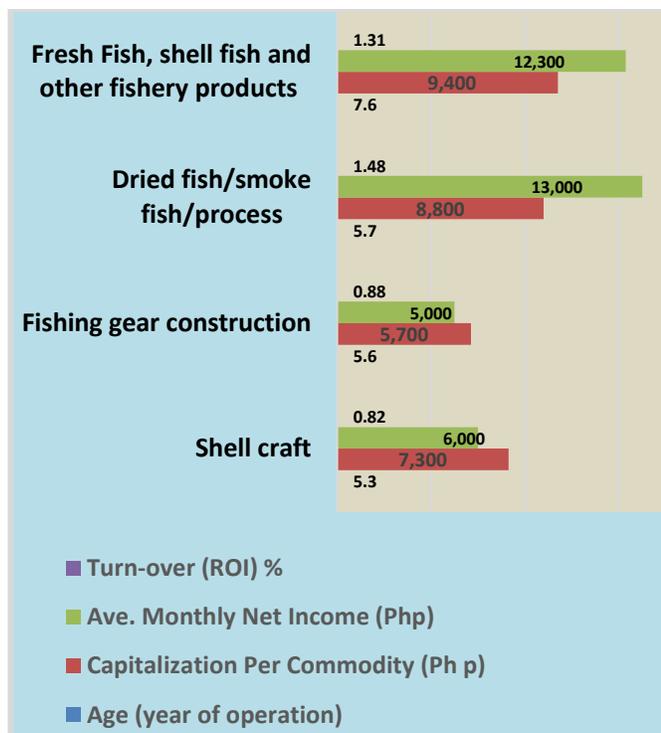


Fig. 4. Mean Distribution of Age (years of operation), Capitalization, Monthly Net Income, ROI of Respondents (N=42)

Their average capital investment is amounting to P9,400.00 were they can produced an average monthly income of P12,300.00 and Return of Investment of 1.31%. While women who are vending processed products are operating in 5 years and 7 months invested an average amount of P8, 800.00 and generated an average income of P13,000.00 with ROI of 1.48%. Those who engaged in fishing gear construction are operating in 5years and 6 months with an averaged capital investment of P5,700.00 and average income of P5,000.00 with ROI of .88%. Women operating in shell craft industry who run their business in 5 years and 6 months invested 7,300.00 and gain an average monthly income of P6,000.00 with ROI of .82%. Common notion from the women engaged in fisheries small-scale business are the lack of capital and funding sources. According to them income is precisely dependent on their capital investment. The bigger the amount of capital the higher the income. Since women’s business condition are somewhat overlooked by the policy makers and also academic institutions with mandate in extension and research, majority of them have experienced ups and down in managing their small –scale business. They even feel disappointments and dissatisfaction from the government sector and other support groups. They always have facing risk

because their capital is always vulnerable to deficits if not creatively and wisely manage.

Level of Entrepreneurial Orientation

The level of entrepreneurial orientation in this study was based on theory and concept established by Gregory G. Dess and G. T. Lumpkin (2005) [14] and also from Patrick M. Kreiser, Louis D. Marino, K. Mark Weaver [15]. This focussed on the three identified dimensions: Innovativeness, Pro-activeness and Risk-taking.

Table 1. Mean distribution of Entrepreneurial Orientation (Innovativeness, Pro-activeness and Risk Taking (n = 42)

EO DIMENSIONS	Mean	Std. Deviation
Innovative	3.58	.71
Proactive	3.61	.58
Risk Taking	3.53	.58
Mean OE LEVEL	3.57	.62

The mean score of 3.57± .62 (table 1) indicates that women in this sector are highly oriented and they possessed high ability to be an entrepreneur. High level of entrepreneurial orientation among them were proven by their innovativeness, pro-activeness, and risk taking behavior/traits with mean rating of 3.58 ± .71, 3.61± .58 and 3.53±.58 respectively. Women in fisheries based on findings are very creative in producing and introducing products and services. They are resourceful in managing financial transactions and time management, accessing linkages/network and formulating feasibility and business plan. In terms of their proactive dimension, women can build business start - ups out of meager budget because they are passionate and positive thinker. Furthermore, as risk takers, women can be able to start and run a business without fear, willing to spend time and money without limit, and ready to face the challenge if ever the management approach doesn’t pay off. However, despite their role and potential talents or behavior they possessed, women still did not received adequate attention from the government and even in academic institution [26]. The data in table 2 specifically discussed how women in fisheries shows their innovativeness talents.

Innovativeness Dimension. Entrepreneur’s challenge is to find and use new ideas, developing new products and services, developing new methods of production, identifying new markets, discovering new sources of supply, and developing new forms of organization [27].

Table 2. Indicators of EO based on Innovativeness (N=42)

Innovativeness	Mean Score	Std. Dev
Item 1. Develop and introduce new products/services	3.74	.99
Item 2. Strategize the management of resources (financial, time, manpower, and supplies)	3.57	.91
Item 3. Developing new methods/approaches to attain good profits	4.40	.58
Item 4. Creative recording of financial transactions and keeping their books of accounts	3.86	.71
Item 5. Discovering new sources of supply when stocks are scarce	4.21	.60
Item 6. New marketing approaches when sales decreases	3.83	1.03
Item 7. Creative ideas and adopt new approaches to attain success	3.67	.61
Item 8. Spot new markets and opportunities	3.79	.68
Item 9. Creating feasibility studies and business plan	2.45	.50
Item 10. Innovative in seeking and establishing networking with mentors and experts	2.43	.50
Mean	3.58	.71

Table 2 presents the fact that women are perceived to be Very Highly Oriented or possess an excellent ability to be an entrepreneur in both developing new methods/approaches to attain good profits ($4.40 \pm .58$) and discovering new sources of supply when stocks are scarce. Women are Highly Oriented (HO) in many innovativeness indicators that includes the manner of strategizing the management of resources (financial time, manpower, and supplies). They are also highly oriented in considering risk and uncertainty because of their financial constraint. Development and introduction of new products/services in times of scarcity of supply. Women are highly creative in recording of financial transactions and keeping their simple book of accounts. Creating new marketing approaches when sales decreases; and creative ideas to adopt new approaches to attain success. However, their weaknesses are in aspects of creating/producing a business plan and establishing networking with mentors or technical experts with $2.45 \pm .50$ and $2.43 \pm .50$ respectively. Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service [25]. Based on these findings, women in

fisheries are potential entrepreneurs because of their innovativeness. as predisposition to engage in creativity in developing new ideas, products, approaches on how their small-scale business/livelihood operates and survive. This is in agreement with the literature cited by Hausman and Drucker [4],[28] that female entrepreneurs are innovators and innovation stimulates economic growth. It is a means of providing economic opportunity for other disadvantage group, low wage earners and minorities [5]. Nevertheless, Winslow believed that innovations and creativity had occurred under many different business conditions [30].

Table 3. Indicators of EO based on Pro-activeness (N=42)

Pro-Activeness Dimension	score	Std. Dev
Item 1. understanding of how to manage a business	3.40	.62
Item 2. improvement-driven opportunity	3.57	.57
Item 3. building business start-up with limited resources	4.57	.44
Item 4. spend countless time to sell the products /services	4.50	.57
Item 5. positive thinker when it comes to business	4.67	.49
Item 6. action oriented, passionate and motivated to vend products and services	4.24	.47
Item 7. confident to manage the business	4.00	.53
Item 8. Have option/catch up/contingency plan for my finances	3.12	.51
Item 9. look for new ideas/innovations to improve my business	3.19	.72
Item 10. keep on time in dealing with transactions with customers	3.67	.54
Mean	3.61	.58

Pro-activeness Dimension. Table 3 presents the level of Pro-activeness dimension of Entrepreneurial Orientation. This shows that this dimension is an opportunity-seeking, forward-looking perspective characterized by the introduction of new products and services ahead of the competition and acting in anticipation of future demand [15]. The findings of the study reveals that women in fisheries perceived to be Highly Oriented in terms of Pro-activeness Dimension.

However, some indicators perceived to be Very Highly Oriented or possess an excellent ability to be an entrepreneur. They claimed that they are positive thinker when it comes to business with a rating of $4.67 \pm .49$ (table 3) because they considered failures an avenue for further learning. They are optimistic or

always hopeful and confident of the so called business success. They build business start-up with limited resources ($4.57 \pm .44$) with common thinking that they can start and operate a business using meager budget with their sound business plan.

They spent countless time to sell the products/services ($4.50 \pm .57$) because of their passion, motivation and positive orientation towards business particularly vending of products and services ($4.24 \pm .47$). The confident to manage a business among women in this sector with a rating of 4.0 has made them to stay lively and can easily adjust to ups and down in their start up business. However, according to the respondents, their constraint is on crafting an option/catch up/contingency plan for their finances and this only possess a satisfactory rating of $3.12 \pm .51$. Looking for new ideas/innovations to improve the business has obtained a rating of $3.19 \pm .72$. According to women creating ideas or innovation to improve requires their time and mindset and sometimes they engaged in trial and error. Keeping constant dealing with customers and getting feedback from them as basis for continues innovation.

According to Sebora and Theerapatvong [31], corporate entrepreneurship: a test of external and internal influences on managers' idea. Managerial pro-activeness is associated only with the scope of firms' competition, firm size, organizational entrepreneurial climate and support for personal entrepreneurship. However this indicators can be noticeable in small-scale business holders based on their perceived orientation. Results suggest that firm context can influence the basis for corporate entrepreneurship [28]. Entrepreneurial orientation plays an influential role on the acquisition and utilization of marketing information, and has a direct effect on firm performance [29].

Risk-taking Dimension. The role of entrepreneurs as distinguishing factor for both managers and entrepreneur experienced risk. Table 4 presents the findings on the level of entrepreneurial orientation of women in fisheries based on Risk-taking dimension. Results show that women in fisheries are perceived to be highly oriented or possess a high ability to be an entrepreneur as indicated in risk –taking dimension with mean score of $3.53 \pm .58$ (table 4). Specifically, women are Highly Oriented (possess a high ability to be an entrepreneur in viewing risk as challenge). They responded that taking risk in regular activities. Considering risk in financial management, ready to dive deep into a future of uncertainty, running the

business without fear. Entrepreneurs have such high belief in their ability to influence the achievement of business goals that the perceived possibility of failure is relatively low [26]. Risk taking is a distinct dimension of entrepreneurial orientation in family firms and that it is positively associated with pro-activeness and innovation [30]. This involves taking bold actions by venturing into the unknown, borrowing heavily, and/or committing significant resources to ventures in uncertain environments [15]-[16]. There are numerous studies supporting the idea that risk-taking is a prime factor in entrepreneurial orientation [22].

Table 4. Dimension of EO based on Risk Taking (N=42)

RISK TAKING	Mean Score	Std. Dev
Item 1. Not afraid to face failures	2.95	.62
Item 2. Considering risk in financial management	3.52	.63
Item 3. Running the business without fear	3.21	.68
Item 4. Ready to dive deep into a future of uncertainty	3.26	.54
Item 5. Taking risks regularly	3.83	.62
Item 6. View risks as a challenge	4.09	.75
Item 7. Ready to face the challenge if ever the management approach doesn't pay off.	3.83	.37
Item 8. Using personal account to start the business without fear of losing	3.64	.57
Item 9. Willing to spend time and money without limit	3.85	.50
Item 10. Ready to face whatever risks may happen	3.19	.59
Mean	3.53	.58

Risk taking is a distinct dimension of entrepreneurial orientation in family firms and that it is positively associated with pro-activeness and innovation [30]. Related studies stressed out that family firms do take risks while engaged in entrepreneurial activities, they take risk to a lesser extent than nonfamily firms [30]. Entrepreneur's perceived level of risk is correspondingly lower than that of non-entrepreneurial personality [22]. In terms of percentage distribution of respondents in terms of Entrepreneurial Orientation as whole. Sixty-eight percent (68%) of the respondents are highly oriented or possess a high ability to be entrepreneurs, 26% oriented or possess a satisfactory ability while there are 6% as poor which means entrepreneurship may not be an appropriate career for them.

CONCLUSION AND RECOMMENDATION

Based on findings, women in fisheries are considered potential entrepreneurs with high level of orientation in terms of innovativeness, pro-activeness and risk-taking in managing small-business at start. Although they have constraints in creating feasibility studies and business plan, establishing networking with mentors or technical expert but still they can be able to run an enterprise starting from small scale. The findings of the study elucidated the nature of the entrepreneurial orientation (EO) construct. This implies that women in fisheries are more justifiably considered as dispositional in nature that can be enhanced by learning and passion.

Thus, women in fisheries still need to be capacitated according to their need. Accessed of funds together with technical assistance from the government must be provided to them. The academe through its extension services must facilitate the training networking with mentors and technical experts.

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