

MANAGERIAL SUPPORT AND EMPLOYEE PERFORMANCE OF SMALL ENTERPRISES AT TACURONG CITY



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Managerial Support and Employee Performance of Small Enterprises at Tacurong City

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Abstract

The study aimed to elucidate the connection between managerial support and employee performance. The research was conducted in Tacurong City with 116 employees. A descriptive-correlational approach was used within a quantitative research design, employing a purposive sampling technique. The survey questionnaire was reviewed and contextualized to suit the respondents. Data analysis involved calculating the mean, utilizing Pearson Product-Moment Correlation, and conducting multiple regression analysis. The results indicated a very high level of managerial support across all assessed indicators, including organizational support, co-worker support, and supervisor support. Moreover, the high level of performance was linked to inference, meaning that indirect observations, workplace interactions, and general perceptions contributed to understanding an employee's contributions. The findings demonstrated a significant relationship between managerial support and employee performance in small enterprises in Tacurong City. Additionally, the study revealed a significant influence of managerial support on employee performance. Ultimately, the study examined how various leadership approaches and levels of support affected employee motivation, productivity, and job satisfaction. It highlighted that managerial support could be enhanced through effective communication, adequate resource allocation, mentorship, and the cultivation of a positive workplace environment.

Keywords: *employee, managerial support, employee performance, multiple regression analysis*

Introduction

The development of the business world has become increasingly rapid and stressful (Abbas, Ismail, Taqi & Yazid, 2022). The study conducted by Solberg, Adamska, Wong, and Traavik (2024) was needed to facilitate positive attitudes and responses to workplace digitalization initiatives. Research by Kumar, Mangain, Pasumarti, and Singh (2024) found that managerial-level knowledge-sharing motivation significantly ignited organizational performance. Additionally, Zheng (2024) supported that management equity incentives played a crucial role in resolving internal principal-agent issues, aligning the interests of owners and managers, and enhancing company performance.

The most important aspect for managers and employees was to be managed professionally to maintain a balance between employee needs, the demands and capabilities of the organization, and the crucial role of quality human resources in the company's progress (Paais & Pattiruhu, 2020). It was indicated that despite several studies on their motivation, most managers still lacked knowledge on how best to enhance employee productivity, which led to improved organizational performance, as stated by Kalogiannidis (2021). Employee performance represented how an employee performed his or her job, either contributing to or detracting from the organization's goals. It was seen as a multi-dimensional construct, considering productivity, quality of work, and compliance with organizational values (Aguinis, 2020).

The manager's support is positively related to employee performance, work-life balance, job and life satisfaction, and organizational commitment (Abdirahman, Najeemdeen, Abidemi, & Ahmad, 2018). This revealed that it was positively related to innovation, though it did not have statistical significance. Managerial support and employee performance recognition, on the other hand, had positive influences on drivers of innovation that were statistically significant (Dwianto, Agung, Mohamad, Tunjungsari, & Hetty, 2023).

A study by Suknunan and Bhana (2022) indicated that employee performance was affected based on the manager-employee relationship. It postulated that a positive relationship between employees and their managers was positively related to greater motivation and performance, and vice versa. This was supported by Zhu, Obeng, and Azinga (2024), who cited that supportive managerial behavior was positively related to employees' helping behaviors, as well as their intellectual, social, and affective engagement.

Managerial support refers to the lack of emphasis on how different levels of participation impact employee performance and satisfaction for employees in different sectors. While various studies had drawn a positive relationship between strong managerial support and outcomes such as engagement and productivity, little was known about how support functioned within different organizational contexts—for example, between small and large businesses.

Different case studies analyzed nine Multidisciplinary Teams (MDTs) regarding the roles and responsibilities of managers across various MDTs. The findings concluded that the management of MDTs was contextual, and influenced by factors such as managerial focus, team structure, team characteristics, and organizational culture (Kamphuis, 2024). The study by Patton (2024) presented findings on middle managers and organizational support. This was agreed upon by Widodo, Wening, and Rianto (2024), who provided alternative preference values for prospective employees who would occupy managerial positions in the plantation industry.

Research Questions

The study aimed to determine the significant relationship between managerial support and employee performance of small enterprises in Tacurong City. Specifically, it sought to answer the following questions:

1. What is the level of the managerial support in terms of:
 - 1.1. Organizational Support
 - 1.2. Co-worker Support; and
 - 1.3. Supervisor Support
2. What is the level of employee performance in terms of:
 - 2.1. Work Performance
 - 2.2. Exposure
 - 2.3. Organizational Loyalty
 - 2.4. Mentor and sponsor; and
 - 2.5. Opportunities to Grow
3. Is there a significant relationship between managerial support and employee performance of Small Enterprises at Tacurong City?
4. Is there a domain managerial support influence of employee performance of Small Enterprises at Tacurong City?

Methodology

Research Design

The study was carried out using a quantitative research design, specifically a descriptive-correlational approach. According to Guilford (2010), a descriptive design merely observes and records the behavior of subjects without interfering with them. Its purpose was to provide an accurate description of the characteristics or behaviors occurring within a given population or phenomenon. A correlational research design examined the relationships between variables without altering any of them or their values. It sought to assess the association between two or more variables by determining their degree and direction about one another (Pritha Bhandari, 2021). In this study, correlational research techniques were used to analyze variables without modifying them. This approach allowed for an understanding of how the variables associated with the problem were related, which was crucial for strategizing and improving performance. Correlational design was appropriate for case studies investigating possible relationships between different variables. It not only described the presence of relationships but also their strength and direction. As emphasized by researchers in their work, correlations enabled the researcher to map out relationships and trends for possible action, as was the case in this study (Kite & Whitley, 2010).

Respondents

This study seeks to gather valuable insights from employees of recognized small enterprises in Tacurong City. The total population surveyed consisted of 164 employees, as confirmed by a letter from the City Hall that provided the total employee count for small enterprises in the city. Utilizing Raosoft's sample size calculator, a sample size of 116 respondents was established, representing approximately 70.7% of the total population. This sample size was sufficient to achieve a 95% confidence level with a 5% margin of error, ensuring that the findings were both statistically reliable and meaningful.

To select the respondents, the researcher employed this method allowed for the selection of participants based on their availability and willingness to take part in the study, making it an effective way to access a diverse array of insights. While convenience sampling may have introduced some bias due to the non-representative nature of the selection process, it offered a practical approach for collecting timely and relevant data from employees.

To qualify as respondents in this study, individuals had to meet the following criteria: (a) they had to be employees of recognized small enterprises, and (b) they had to be currently employed at a business operating in Tacurong City. Respondents were informed of their right to withdraw from the study at any time if they felt uncomfortable, intimidated, or perceived any actual or potential physical, psychological, or emotional harm. This ethical consideration underscored the study's commitment to ensuring a positive and respectful experience for all participants.

Instrument

The study collected original data, focusing on the evaluation of Managerial Support and Employee Performance. The survey questionnaire was reviewed and contextualized to suit the respondents. The tool was designed to effectively address employees of Small Enterprises located in Tacurong City.

Procedure

To gather the data required for the study, several steps were undertaken to achieve this objective. The first step involved obtaining permission to conduct the research through a formal process of seeking approval from the management of the small enterprises

participating in the study. The research required endorsement from both management and the employees who participated in the data collection. After receiving clearance, the next step was to design and administer the questionnaire, which comprised standardized and validated scales for managerial support and employee performance.

Summary of Ratings of Exports

	<i>Ratings</i>	<i>Interpretations</i>
Jeanne G. Acosta	4	Very Good
Ronald D. Dela Peña	4.50	Very Good
Overall	4.25	Very Good

Pilot Test Result

<i>Independent Variable</i>		<i>Dependent Variable</i>	
Respondents	30.00	Respondents	30.00
Sum of the item variances	10.99	Sum of the item variances	20.64
Variance of Total Scores	101.13	Variance of Total Scores	316.42
Cronbach's alpha	0.92	Cronbach's alpha	0.97

The study adopted a performance scale developed by Van Scotter and Motowidlo (2020) to assess employee performance. A five-point Likert scale was also utilized to evaluate employees' self-reported performance, focusing on their ability to complete tasks and contribute to organizational effectiveness. Ratings were classified into "Very High," "High," "Moderate," "Low," and "Very Low."

Questionnaires were distributed to Small enterprise employees. The employees answered the forms at their convenience, with ample time to themselves, and were assured of confidentiality to elicit honest feedback. Once all the questionnaires were collected, the data obtained was analyzed for patterns and relationships between managerial support and employee performance. Through the use of validated tools, the study ensured that the data gathered was both reliable and representative of the small enterprise's work environment. This systematic approach from securing permission to implementing well-designed tools resulted in the proper collection of necessary data to analyze the relationship between managerial support and employee performance.

Data Analysis

The researchers used the mean and Standard Deviation to determine the levels of managerial support and employee performance based on the identified factors. To evaluate the strength of the relationship between these two variables, the Pearson Product Moment Correlation had been utilized. Additionally, Multiple Regression Analysis had been conducted to determine whether managerial support had influenced employee performance.

The researchers followed the Pearson correlation interpretation guidelines provided by Froneman (2020) and expanded upon by Corder and Foreman (2020). These guidelines helped in carefully assessing the strength and direction of relationships between different variables. In that study, Pearson's correlation was used to explore how managerial support had impacted employee performance in small enterprises. By examining the correlation results, the researchers gained meaningful insights into how managerial support had shaped employee productivity and overall performance.

Ethical Considerations

The researcher maintained all ethics and standards in the study. He had adhered zealously to the study protocol, assessments, and standardized criteria. Indeed, these ethical principles have been maintained regarding population management and data handling, as shown below.

Voluntary Participation. The subjects for this survey had the option to either participate or not at their own will. In addition, other potential subjects had also been approached, and a procedure of explanation had been carried out on them. The right of the respondents to withdraw or decline participation in the study had been explained in full detail.

Privacy and Confidentiality. A respondent should not have been pushed around for his or her private information if he or she did not want to disclose it. Out of regard, researchers had given no harm or threats to their respondents.

Informed Consent Process. The respondents of the study had been adequately informed about the purpose of the study, its risks and benefits, and their rights as participants. They had been given sufficient time to read and understand the materials or information provided. They had also been given adequate opportunities to ask questions and voice their concerns.

Risks. This study faced risks such as biased responses, privacy concerns, sampling issues, data integrity challenges (e.g., response loss, misinterpretation, and experimenter bias), and the impacts of time, resource constraints, health risks, and fatigue on data quality.

Benefits. It greatly helped the company understand itself, as it provided advice and insights that could be used to identify other aspects that motivated employees. Future researchers changed their preferences based on this research.

Plagiarism. There was no evidence that the researcher plagiarized the work of another researcher by passing off another's material as his own. All sources in the research were adequately acknowledged and referenced to avoid accusations of plagiarism or irregularity.

Finally, Grammarly's plagiarism checker was referred to.

Fabrication. This article was based on credible and accurate research. It was confirmed that the author did not invent a story according to the literature but expressed the thoughts of the authors as supported by their ideas. The intentional manipulation of conclusions or alteration of data or results was not evident. References were appropriate

Falsification. The research did not embellish the data or make any false claims to fit it in.

Conflict of Interest (COI). Techniques of data collection that could have produced a conflict of interest were not used for this project. No side interest influenced the study, as it solely focused on the primary interest, which, in this case, was the validity of the analytical results and the respondents' well-being.

Deceit. Respondents were assured that the information they provided did not, in any way, harm them. The research did not deceive or dishonestly mislead the respondents.

Permission from Organization/Location. The researcher drew a formal letter that was approved by the research adviser before the survey was conducted, with written permission obtained from the principal's office, research coordinator, academic track coordinator, and the ABM strand head.

Authorship. The contributions made by the individuals to the study and reporting correctly reflected their authorship in this research paper. The research adviser was counted as a co-author. In a case where a co-author was going to use the study, then the co-authors ought to have sought permission from the rest of the co-authors.

Results and Discussion

Level of Managerial Support

Table 1 shows the evaluation of managerial support of Tacurong City, revealing an overall mean score of 4.54, which was categorized as "very high." This indicated that managerial support was consistently observed. Among the components, Organizational Support achieved the highest mean score of 4.59, also classified as very high and frequently observed. In contrast, both Co-worker Support and Supervisor Support recorded the lowest mean score of 4.51, yet they remained within the frequently observed category. The overall Standard Deviation (SD) is 0.503, suggesting that the respondents demonstrated consistency. The highest SD, 0.608, corresponds to co-worker support, indicating the greatest variation among respondents for this factor. Conversely, the lowest SD, 0.493, pertains to organizational support, signifying that responses were more tightly grouped around the mean.

Table 1. *Level of Managerial Support*

<i>Indicators</i>	<i>SD</i>	<i>Mean</i>	<i>Descriptive level</i>
Organizational Support	.493	4.59	Very High
Co-worker Support	.608	4.51	Very High
Supervisor Support	.571	4.51	Very High
Overall	.503	4.54	Very High

The table indicates managerial support is rated "Very High" on all indicators, with a mean of 4.54 overall. Organizational Support was rated highest at 4.59, implying that employees are well-supported by company resources and policies. Co-worker Support and Supervisor Support both rated 4.51, indicating good peer cooperation and leadership direction, though slightly higher standard deviations 0.608 and 0.571 indicate some variability in perceptions. These findings underscore the value of a supportive workplace in increasing staff satisfaction and performance, validating the necessity of ongoing improvement in organizational, peer, and management support systems. According to Eisenberger (2020) point out that organizational support greatly improves employee well-being and commitment. Added by Chiaburu & Harrison (2021) point out the significance of co-worker support in creating a supportive and productive work environment. Supported by Yukl (2022) talks about the significance of supervisor support, and according to him, managers who provide guidance, feedback, and recognition create a work environment that increases employee motivation and decreases turnover.

Level of Employee Performance

Table 2. *Level of employee performance*

<i>Indicators</i>	<i>SD</i>	<i>Mean</i>	<i>Descriptive level</i>
Work Performance	.528	4.60	Very High
Exposure	.494	4.47	Very High
Organizational Loyalty	.623	4.45	Very High
Mentor and Sponsor	.609	4.50	Very High
Opportunities to Grow	.626	4.53	Very High
Overall	.504	4.51	Very High

Table 2 shows the level of employee performance at Tacurong City, achieving an impressive overall mean score of 4.51, which indicated a notably high level. Among the indicators, Work Performance recorded the highest mean value of 4.60 while the lowest was

Organizational Loyalty mean value of 4.45, but they were still in the most commonly found category. The overall Standard Deviation is 0.504, indicating that respondents were generally consistent. The highest SD, 0.626, is observed for opportunities to grow, showing the greatest variation among responses for this factor. In contrast, the lowest SD, 0.494, is for exposure, meaning that responses were more closely grouped around the mean.

Employee performance is consistently found to be rated "Very High" for all indicators, having an overall mean rating of 4.51. Out of the items tested, Work Performance rated highest at 4.60, reflecting good productivity levels, while the lowest mean score 4.45 is indicated by Organizational Loyalty, showing improvement required. Higher standard deviations by small margins are shown by Organizational Loyalty, Mentorship, and Opportunities to Grow, suggesting diverging employee perceptions. These results highlight the importance of systematic appraisals, efficient feedback systems, and career development schemes in developing a motivated workforce. According to Noe (2021) emphasize that systematic feedback and appraisal systems are essential in improving the performance of employees. Added by Armstrong & Taylor (2022) affirm that career development and mentorship programs can enhance organizational commitment. Supported by Bratton & Gold (2023), on the other hand, observe that varying employee views regarding loyalty, mentorship, and career advancement opportunities can affect general workplace morale.

Significant Relationship Between Managerial Support and Employee Performance

Table 3 presented a Pearson's correlation coefficient of 0.254, based on a sample of 116 respondents, indicating a high relationship. The calculated p-value of 0.000 was below the 0.05 significance threshold. As a result, the null hypothesis asserting no significant relationship between managerial support and employee performance was rejected. This indicated that there was a significant connection between managerial support and employee performance.

Table 3. *Significant relationship between Managerial support and Employee performance of small enterprises in Tacurong City*

Category	r-value	p-value	
Managerial Support & Employee Performance	0.804**	0.000	High Positive Correlation

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

The findings were in line with those of Abdirahman (2018), who found that managerial support was positively correlated with employee performance. This was confirmed by Dwianto (2023), who highlighted that managerial support and employee performance appreciation had statistically significant positive effects on drivers of innovation.

Moreover, Suknunan and Bhana (2022) pointed out that the performance of employees was affected by the manager-employee relationship, noting that an effective relationship increased motivation and performance, while a poor relationship caused the reverse effect. Supported by, Zhu (2024) reported that supportive managerial behavior was positively correlated with employees' helping behavior and intellectual, social, and affective engagement.

Significant Influence between Managerial Support and Employee Performance.

Table 4 suggests that the multiple regression analysis done on the computation of managerial support indicators on the impact of employee performance is the following: The organizational support variable has a most significant positive contribution to employee performance 0.000, followed by a beta coefficient of 0.385, which portrays a strong positive correlation, organizational support 0.007, and co-worker support 0.021 that have a significant contribution towards employee performance because their p-values are all less than 0.05. The model accounts for 65.4% of the employee performance variance of 0.654, and the total model is a significant stat. 70.420, 0.000.

Table 4. *Multiple Regression Analysis of the Influence of Managerial support Domains towards Employee performance*

<i>Employee Performance</i>				
	B	Beta	t-value	p-value
Managerial Support (Constant)	.859		3.166	.002
Organizational Support	.229	.224	2.729	.007 S
Co-worker Support	.192	.231	2.338	.021 S
Supervisor Support	.385	.436	4.790	.000 S
R ²	.654			
F-value	70.420			
P-value	.000			

*S=Significant; NS=Not Significant

According to Mintzberg (2020), leadership plays a crucial role in enhancing employee motivation and productivity. Similarly, Dessler (2020) emphasized that effective communication and proper resource allocation are essential for fostering a positive work environment. Additionally, Eisenberger (2019) found that employees who perceive strong organizational support are more likely to be committed and engaged, leading to improved overall performance.

Conclusions

The result of this study revealed that the managerial support of small enterprises in Tacurong City generally maintains a very high level of managerial support. Among the various indicators, organizational support received the highest rating, demonstrating excellent managerial support, while co-worker support, and supervisor support scored the lowest, though still within a very high classification.

The result of employee performance of small enterprises at Tacurong City was assessed as a very high level. Among the various indicators, work performance received the highest rating, reflecting consistent excellence in employee performance, while organizational loyalty scored the lowest, though still within a very high performance.

The significance between managerial support and employee performance of small enterprises in Tacurong City was found a moderate positive correlation, confirming that better managerial support contributes to higher employee performance.

The multiple regression analysis revealed that organizational support, co-worker support, and supervisor support significantly influence employee performance.

In light of the findings, the researchers highly recommended the following:

The level of managerial support of small enterprises in Tacurong City is Very High, The researchers recommend that businesses should focus on supporting employees to improve the level of managerial support.

The level of employee performance of small enterprises in Tacurong City is Very High, The researchers recommend that businesses should maintain a very high level of employee performance.

The relationship between managerial support and employee performance of small enterprises in Tacurong City is a Moderate Positive Correlation, The researchers recommend that businesses should maintain organizational support and work performance to improve the relationship between managerial support and employee performance of small enterprises.

The multiple regression analysis revealed that the indicators have an influences to employee performance, The researchers recommend that the businesses should focus on organizational support, co-worker support, and supervisor support to improve the influences of employee performance.

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