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Article

Review of Entrepreneurial Impact Factors on Entrepreneurial Efficiency among OFWs' Small Businesses: Basis for Crafting a Strategic Framework in Bahrain

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Abstract: The study entitled "Review of Entrepreneurial Impact Factors on Entrepreneurial Efficiency among OFWs' Small Businesses: Basis for Crafting a Strategic Framework in Bahrain" dealt with the following problems such as effectiveness of entrepreneurial impact factors, level of entrepreneurial efficiency, and significant influences of entrepreneurial impact factors on business efficiency. As a result, the entrepreneurial impact factors are effective in enhancing entrepreneurial efficiency. These entrepreneurial impact factors such as education, risk-taking, leadership, creativity and innovation are statistically significant and can contribute to achieving entrepreneurial efficiency among OFW small businesses; high levels of entrepreneurial efficiency are evident among entrepreneurs of small businesses. These entrepreneurs demonstrate efficiency at most dimensions of organizational, marketing, financial and operational aspects; and the significant effect of entrepreneurial impact factors on business efficiency shows that small businesses operated and managed by OFWs are performing well and can thrive in most operational areas, which is essential for their sustained growth and success. As proposed, the entrepreneurial strategic model tagged as SCAN Framework (Support, Check, Assess, and Nurture strategies) is recommended. It is outlined to fulfill a definite role in improving and strengthening the operational flexibility and efficiency of OFW small businesses in the Kingdom. When the framework is supported and gains validation from concerned agencies and authorities from both private and public sectors, OFW small businesses can for sure thrive and survive to a long-term greatness in terms of profitability, sustainability, growth, expanded services and social responsibility.

Keywords: SCAN Framework, Entrepreneurial Efficiency, Entrepreneurial Impact Factors

1. Introduction

With the present and modern economic landscape and environment, entrepreneurship has become a model source and has emerged as the key driver for business innovation, diversification, growth and survival among people. Entrepreneurial mindset is fundamental and necessary in molding future entrepreneurs and businessmen who have considerable skills relevant to identify opportunities, respond to issues and challenges, and implement strategies [1].

This mindset describes a combination of skills and competencies that enable entrepreneurs to face and meet opportunities with confidence, respond to issues and barriers creatively, and adapt to changing and challenging environments [2]. As defined, entrepreneurs are known as catalysts for economic progress by introducing new ideas, creating jobs, and wealth for the nation like Bahrain. Also, entrepreneurs need to be continuously guided with policies that help them foster a conducive environment for investment and enterprise development [3].

In the Kingdom of Bahrain, the growth and influx of start-up businesses or small enterprises particularly among OFW community, underscores the increasing key roles relevance of entrepreneurial activities within the economic

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vision of the country. Regardless of the positive trend, there remains a substantial gap in comprehending what motivates expatriates like Filipinos to engage into small enterprises and how their entrepreneurial impact factors influence their efficiency and success. This research gears toward exploring the underlying impact factors, and entrepreneurial efficiencies among OFW-led small businesses in the Kingdom [4].

Additionally, the study aims to set as an educational resource for aspiring entrepreneurs not only for expatriates but also any individual who would want to venture into small business of any kind. With the country's strategic plan towards becoming an entrepreneurial hub by 2030, there is a need to further understanding the dynamics of small business management, operating small ventures and recognizing the influences of entrepreneurial impact factors like education, risk-taking, creativity and leadership [5]. The study evaluates how noted variables contribute to entrepreneurial efficiencies and gauges how they can improve the performance and sustainability of small businesses. Finally, with the results, it aims to provide a framework and practical strategies and procedures that can enhance, empower and improve expatriates and other businessmen in the Kingdom to realize higher success in their entrepreneurial journey and pursuits [6].

Statement of the Problem

1. How effective are entrepreneurial impact factors to entrepreneurial efficiency of OFWs' small businesses in terms of:

a. entrepreneurial education,

b. leadership,

c. creativity, and

d. risk-taking?

2. What is the level of entrepreneurial efficiency among OFWs' small businesses?

3. Is there significant relationship between entrepreneurial impact factors and entrepreneurial efficiency among OFWs' small businesses?

4. Based on findings, what strategic framework can be crafted for entrepreneurial efficiency among OFWs' small businesses?

Null Hypothesis

1. There is no significant effect of entrepreneurial impact factors on entrepreneurial efficiency among OFWs' small businesses.

Significance of Study

The study can be found significant in a manner that it can provide important and valuable insights about influences of entrepreneurial impact factors and entrepreneurial efficiency among OFWs' small businesses in the Kingdom. Obviously, it contributes and is beneficial to the following key publics such small businessmen, entrepreneurs, employees, policy makers, government, students, educators and future researcher. Also, when a comprehensive entrepreneurial framework is crafted, it can serve as a guide for improving entrepreneurial performance, achieving sustainable growth, and enhancing OFWs to maximize their productivity and contributions to both their individual groups like families and the local economy.

Theoretical Framework

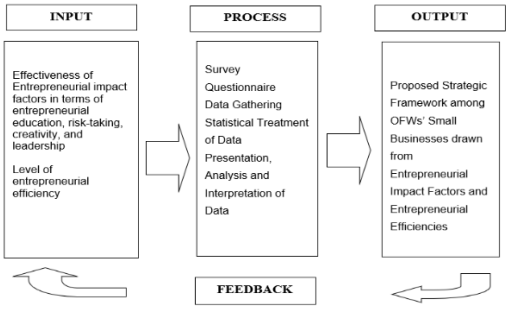
The research is supported by established theoretical studies and frameworks that provide a solid foundation for examining the variables and interpreting the findings.

Note that the Entrepreneurial Orientation (EO) Theory highlights the relevance of a strategic framework that underscores risk-taking, innovation, and proactiveness. This can be framed relevant for entrepreneurs who exhibit a considerable degree of entrepreneurial orientation such as identifying opportunities, adapting to changing market patterns, and enhancing efficiency [7].

In terms of norms and behaviors, the Theory of Planned Behavior (TPB) is adopted as the framework provides an understanding of the essence of developing entrepreneurial intentions and actions driven by attitudes, behaviors and ethics [8].

Additionally, the Resource-Based View (RVB) that underscores leveraging internal resources like experience, training, education, skills and networks is also relevant to entrepreneurship as the factors are collectively influential to entrepreneurial efficiency. All these theories can further support the improvement and achievement of growth, success, sustainability, and overall performance of LFW-led small businesses in the Kingdom [9].

Conceptual Framework



Conceptual Framework using IPO Model

2. Research Methodology

The research followed a descriptive – quantitative study that employed OFW entrepreneurs in the Kingdom as respondents.

On basis of population data over 55,000 OFWs (Source: Ministry of Information Affairs), a sample over 100 can be safe using the parameters of previous studies using sample when population is indefinite. As a result, when a study's population size is obviously beyond a thousand (1,000), a sample size of 100 is valid [11]. So that on basis of data source from the Philippine Embassy – Entrepreneurship Division, the office has recorded a tally of 341 active and registered OFW entrepreneurs in the Kingdom of Bahrain, therefore, using Slovin's formula, a sample of 184 is credible. Also, purposive sampling was employed, and a survey questionnaire was used as an instrument in data gathering and collection. The instrument was content validated by three experts using the Carter V Douglas tool of validity and results show a mean of 4.21 with a description of Excellent. The same, the Cronbach Alpha was utilized to test the reliability of the instrument and results show an r - value of 0.779 with a description of Acceptable. Also, data were analyzed and interpreted using both descriptive and inferential statistics for mean and correlation and regression, respectively through the aid of Excel's data analysis.

3. Analysis and Discussions

Problem 1 – Effectiveness of Entrepreneurial Impact Factors

Table 1 presents the summary and results of the responses of respondents on entrepreneurial impact factors on entrepreneurial efficiencies. There were 184 respondents who participated in the survey and based on the responses, respondents have posted a favorable result.

Specifically, the indicators of entrepreneurial impact factors resulted to the following as (1) entrepreneurial education posting a mean of 3.66 with a description of effective (E); (2) risk-taking posting a mean of 3.53 with a description of effective (E); creativity and innovation posting a mean of 3.43 with a description of moderately effective

(ME); and leadership posting a mean of 3.51 with a description of effective (E). Overall, an average mean of 3.53 with a description of effective (E) was tallied among all identified entrepreneurial impact factors.

Based on the findings, a reflection that entrepreneurial impact factors are effective can be confirmed as contributive and are determinants to entrepreneurial efficiency. This suggests that when entrepreneurs observe the indicators such as having education, practicing creativity and innovation, risk-taking and demonstrating leadership, entrepreneurial efficiency is achieved, thus, small businesses can be successful in their operations. Obviously, entrepreneurial impact factors are consistent with the Theory of Planned Behavior (TPB) and Resource-Based View (RBV) that deal with strategic framework aligning entrepreneurial efficiency aligning education, skills, behaviors and ethics in business [12].

On specific point of view, diving into the result of one of the indicators that resulted to a Moderately Effective (ME) interpretation which is the creativity and innovation, this resulted presumably based on practical application, adoption of innovative and technological tools and system integration into the actual business operation where it could be less implemented. The Entrepreneurial Orientation (EO) Theory is consistent to its principles that innovation and technology adoption can be essential entrepreneurial impact factor to efficiency of business. So, with results, an entrepreneurial strategic framework is proposed to improve and strengthen entrepreneurial efficiency among OFWs' small businesses.

Table 1. Entrepreneurial Impact Factors

Indicators	Weighted Mean	STD DEV	Verbal Interpretation
Entrepreneurial Education	3.66	0.85	Effective
Risk-Taking	3.53	0.75	Effective
Creativity and Innovation	3.43	0.74	Moderately Effective
Leadership	3.51	0.91	Effective
Overall Weighted Mean	3.53	0.81	Effective

Problem 2 – Level of Entrepreneurial Efficiency

Table 2 presents the summary and results of the responses of respondents on level of entrepreneurial efficiencies among small businesses. There were 184 respondents who participated in the survey and based on the responses, respondents have posted a favorable result.

Specifically, the indicators of entrepreneurial efficiencies resulted to the following as (1) organizational efficiency posting a mean of 3.57 with a description of efficient (E); (2) marketing efficiency posting a mean of 3.54 with a description of efficient (E); financial efficiency posting a mean of 3.54 with a description of efficient (E); and operational efficiency posting a mean of 3.41 with a description of moderately efficient (ME). Overall, an average mean of 3.51 with a description of efficient (E) was tallied among all components of entrepreneurial efficiency.

Based on results, a reflection that a high entrepreneurial efficiency among small businesses supports consistency with the previous findings of related studies on entrepreneurship. This shows that when entrepreneurs are efficient in organizational tasks, marketing, finance, and operations, the higher the chance for their businesses to thrive and become operationally successful [13]. The operational flexibility of a business is reliant from the managerial skills, marketing abilities, financial capability and stability and technical qualifications and readiness of the entire business

Table 2. Level of Entrepreneurial Efficiency

Indicators	Weighted Mean	STD DEV	Verbal Interpretation
Organizational Efficiency	3.57	0.75	Efficient
Marketing Efficiency	3.54	0.86	Efficient

Financial Efficiency	3.54	0.76	Efficient
Operational Efficiency	3.51	0.81	Efficient
Overall Weighted Mean	3.55	0.79	Efficient

Problem 3 – Test of Hypothesis on the Relationship between Entrepreneurial Impact Factors and Entrepreneurial Efficiency

The inferential analysis of the study is an in- depth statistics that corresponds to answering and proving the worth of the hypothesis identified in the study. In the process, inferential analysis required the simulation of the correlation between or among variables to determine if the regression is appropriate to be utilized as a tool in analyzing the collected data. In the study, there are four (4) independent variables for entrepreneurial impact factors such as entrepreneurial education, risk taking, creativity and leadership while the dependent variable is entrepreneurial efficiency. Multiple regression tool was utilized to determine the R squared values that confirm the best fit of the regression model and ANOVA test (Analysis of Variance) was performed to test the overall significance of the model. These tools were utilized to resolve hypothesis relevant in the drawing up of particular and certain interpretations on whether there is significant effect or no significant effect of the study's independent variables to dependent variables.

So that, based on the results that tested the hypothesis with the statement "there is no significant effect of entrepreneurial impact factors on entrepreneurial efficiency among OFWs' small businesses", the findings confirmed that entrepreneurial impact factors are significant to entrepreneurial efficiencies.

Table 3. Summary of Correlation and Regression on Entrepreneurial Efficiency

Analysis	Variable(s)	Effect on Entrepreneurial Efficiency	Sig (p)	Interpretation
Correlation	Entrepreneurial Education	Positive (r= 0.320)	0.000 **	Moderate positive relationship
	Risk-Taking	Positive (r = 0.290)	0.001 **	Weak positive relationship
	Creativity and Innovation	Positive (r = 0.310)	0.000 **	Moderate positive relationship
	Leadership	Positive (r = 0.270)	0.002 **	Weak positive relationship
Regression	Model 1 (Education)	$R^2 = 0.102$	0.000 **	Significant predictor alone
	Model 2 (+ Leadership)	$R^2 = 0.151$	0.000 **	Increased explanatory power
	Model 3 (+ Risk Taking)	$R^2 = 0.194$	0.000 **	Model improves further
	Model 4 (+ Creativity)	$R^2 = 0.236$	0.000 **	Final model; best fit
ANOVA	Model 4 (Full Model)	F = 14.995	0.000 **	Overall model statistically significant

Entrepreneurial education, risk-taking, creativity and leadership are the four entrepreneurial impact characteristics that were correlated and regressed with entrepreneurial efficiency (the dependent variable). All independent variables have substantial and positive connections with entrepreneurial efficiency, according to the

correlation coefficients ($p < 0.01$). Creativity ($r = 0.310$), risk-taking ($r = 0.290$), and leadership ($r = 0.270$) are the next most correlated traits, after entrepreneurial education ($r = 0.320$).

This is furthered by the regression analysis, which tests four models. Just entrepreneurial education accounts for 10.2% of the variation in entrepreneurial efficiency in Model 1 ($R2 = 0.102$). The R squared increases to 15.1% when leadership is included in Model 2. Model 3 raises R squared to 19.4% by incorporating risk-taking. Lastly, with an R squared of 0.236, Model 4 which incorporates creativity, it achieves the best model fit, accounting for 23.6% of the variance in entrepreneurial efficiency. There is statistical significance in the entire model hence, the F ratio value is 14.995, and p – value is 0.000**, therefore, the result is significant against value of alpha at 0.05.

The results show that among OFW small business owners, all four entrepreneurial qualities have a significant and beneficial impact on entrepreneurial efficiency. These findings suggest that the structural and operational performance of OFW-led microenterprises can be directly improved by cultivating these critical competencies [13]. Further, to improve entrepreneurial competency and sustainability in their endeavors, OFW-specific interventions including innovation laboratories, leadership mentoring, and hands-on entrepreneurship training may be essential [14]. OFW business owners must possess abilities that improve daily operations. The operational frameworks of their companies will be strengthened by training in process management, adaptive leadership, and innovation techniques [15]. Entrepreneurial skill development should be incorporated into financial mentoring programs. Financial literacy classes along with workshops on innovation and leadership could help OFWs increase the financial sustainability of their businesses [16]. Also, Programs that emphasize creative thinking, digital marketing, and leadership development might be essential in helping OFWs maximize their marketing success. Microbusinesses can increase their market reach and strengthen brand engagement with the support of these efforts [17].

Problem 4 – Proposed Entrepreneurial Strategic Framework

Table 4 presents the proposed entrepreneurial strategic framework to improve entrepreneurial efficiency among OFWs' small businesses in the Kingdom. The study's proposal is characterized with operational flexibility that when considered, it can radiate an impact on all dimensions aligning organizational, marketing, financial and operational efficiency. The strategic model is tagged as SCAN framework that stands for Support, Check, Assess, and Nurture dimensions.

Table 4. Proposed Entrepreneurial Strategic Framework (SCAN Framework)

Stage	Description	Key Activities	Outcome
S -Support	Provide resources, mentorship, and initial guidance	Training, funding, networking	Foundation for small business growth
C -Check	Monitor progress, gather feedback	Regular reviews, performance tracking	Identify issues or opportunities
A - Assess	Evaluate performance and impact	Data analysis, performance metrics	Understand strengths and weaknesses
N - Nurture	Offer continued support and development	Additional training, motivational support	Sustained and enhanced entrepreneurial success

4. Conclusions

Based on the results, the following are hereby inferred as (1) the entrepreneurial impact factors are effective in enhancing entrepreneurial efficiency. These entrepreneurial impact factors such as education, risk-taking, leadership, creativity and innovation are statistically significant and can contribute to achieving entrepreneurial efficiency among OFW small businesses; (2) high levels of entrepreneurial efficiency are evident among entrepreneurs of small businesses. These entrepreneurs demonstrate efficiency at most dimensions of organizational, marketing, financial

and operational aspects; and (3) the significant effect of entrepreneurial impact factors on business efficiency shows that small businesses operated and managed by OFWs are performing well and can thrive in most operational areas, which is essential for their sustained growth and success.

5. Recommendations

The study recommends the adoption of the proposed entrepreneurial strategic model tagged as SCAN Framework (Support, Check, Assess, and Nurture strategies). It is outlined to fulfill a definite role in improving and strengthening the operational flexibility and efficiency of OFW small businesses in the Kingdom.

As a proponent, the framework is recommended with values such as: S - Support by providing training, mentorship, and access to resources; C - Check by monitoring progress and gathering feedback; A - Assess by evaluating current status and identifying needs; and N - Nurture by encouraging innovation, building skills, and sustaining growth. As a claim, when the framework is supported and gains validation from concerned agencies and authorities from both private and public sectors, OFW small businesses can for sure thrive and survive to greatness in terms of profitability, sustainability, growth, expanded services and social responsibility.

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