

BEST PRACTICES OF SUCCESSFUL BUSINESS ENTERPRISES AS BASIS FOR SUSTAINABLE TRAINING AND DEVELOPMENT PLANS

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Abstract: This study is predicated to evaluate the best practices employed by various successful business enterprises using Santa Cruz, Marinduque as the study locale. By focusing on key areas such as employee engagement, reward systems, company culture, workload distribution, and flexible work policies, the research sought to identify the practices that contribute most effectively to business success. Additionally, the study explored the challenges business owners face in maintaining and enhancing these best practices, offering insights into how these challenges can be mitigated to ensure sustained success.

Using descriptive research through survey methodologies, significant findings confirmed that the best practices implemented by successful business enterprises indeed play a crucial role in driving business success. These practices not only help businesses achieve their goals but also provide a structured approach to navigating the complexities of running a business. A clear understanding of these best practices offers a roadmap for business owners, showing the direction toward success and identifying key milestones along the journey. The study also identifies several challenges faced by business owners, such as balancing workload distribution, maintaining high levels of employee engagement, and creating a positive company culture.

To address these challenges, the researcher suggests the implementation of strategic training and development plans. These plans are designed to enhance the knowledge and skills of business owners and their employees, equipping them with the tools needed to effectively apply best practices. By doing so, businesses can overcome obstacles, improve operational efficiency, and achieve long-term success.

Keywords: best practices, assessment, business success, employee engagement, training and development

Introduction

In today's dynamic business environment, organizations and enterprises continually develop processes and methods designed to enhance their planning and control functions. Adopting best practices is essential for achieving business goals and maintaining a competitive edge. Best practices involve identifying and implementing the most effective ways of working, often by learning from industry leaders and benchmarking one's performance against top market players (Gartner, 2023). By doing so, businesses can stay updated with the latest strategies and methodologies that drive success in their sector and beyond. These enterprises span various sectors, including home-based businesses, internet-based ventures, and both corporate and family farms. Collectively, they play a crucial role in driving the American economy by supplying goods and services globally (U.S. Small Business Administration, 2024).

Conversely, the Philippine business environment is marked by a boom-and-bust cycle, which has hindered its economic progress compared to its neighboring countries. The political and economic climate presents significant challenges for local businesses, requiring them to adopt resilient and adaptive strategies to thrive (Philippine Institute for Development Studies, 2023).

Santa Cruz, a municipality in Marinduque, is home to a variety of business enterprises. The success of these businesses can be attributed to their emphasis on customer service and experience. Beyond merely creating products and services that meet customer needs, successful businesses in Santa Cruz prioritize enhancing the

overall customer experience. This approach is crucial, as focusing on customer satisfaction is a key determinant of sustained business success (Customer Experience Professionals Association, 2024).

The purpose of this study is to examine the best practices used by successful businesses in Santa Cruz, Marinduque, to discover significant elements that contribute to their success. By concentrating on best practices, employee engagement, reward and accomplishment systems, company culture, workload distribution, and flexible work regulations, the research aims to lay the groundwork for a tailored training and development strategy. The ultimate goal is to give business owners practical insights and ideas that will help them overcome challenges, increase performance, and achieve long-term commercial success.

Statement of The Problem

1. What is the demographic profile of the respondents according to the following criteria?
 - 1.1 Sex
 - 1.2 Age
 - 1.3. Marital status
 - 1.4. Educational level
 - 1.5. Number of years in business
 - 1.6. Monthly income
2. What is the general assessment of the best practices adopted by different successful business enterprises in Santa Cruz, Marinduque in terms of the following aspects?
 - 2.1. Best practices
 - 2.2. Employee engagement
 - 2.3. Reward and achievement systems
 - 2.4. Company culture
 - 2.5. Workload distribution
 - 2.6. Flexible work policies
3. What challenges or problems do business owners encounter in implementing and maintaining these best practices?
4. Based on the study's findings, what interventions or strategies can be proposed to further enhance the best practices of business enterprises in Santa Cruz, Marinduque?

This study will provide a comprehensive overview of the current business practices in Santa Cruz, Marinduque, identify key areas of success, and recommend improvements or interventions that can support sustained growth and development of local enterprises.

Theoretical Framework

Max Weber's Bureaucratic Management Theory provides a strong theoretical foundation for understanding the best practices of business enterprises. This theory highlights five key principles: task specialization, hierarchy, formal selection, rules and requirements, and impersonality. Task specialization ensures that employees focus on specific duties, enhancing productivity and operational efficiency (Weber, 2021). The principle of hierarchy establishes clear lines of authority within an organization, ensuring proper decision-making and accountability (Blom et al., 2022). Formal selection advocates appointing individuals based on their qualifications and competence, which ensures that leaders can drive the organization toward success (Ahrne & Brunsson, 2020).

A relevant theory that can support the study is Henri Fayol's Administrative Theory, which focuses on the formal organizational structure of businesses. This theory addresses key aspects of business management, such as how to divide professional tasks efficiently and maintain effective organizational relationships. Fayol's principles of management—such as division of work, authority and responsibility, discipline, unity of command, and centralization—are aimed at enhancing organizational productivity and effectiveness (Fayol, 2021). The theory emphasizes clear roles and responsibilities, which contribute to better professional dynamics within the company and improve overall performance (Wren, 2020).

Additionally, Fayol's concept of unity of command suggests that each employee should report to only one manager, which minimizes confusion and fosters smoother communication, thus improving coordination and workflow (Rodrigues, 2022). These principles align with the practices observed in successful business enterprises, such as those in Santa Cruz, and Marinduque, where task efficiency, employee engagement, and clear organizational structures contribute to business success.

A suitable theory that addresses the primary aspects of a business's formal organizational structure is Mintzberg's Organizational Structure Theory. This theory explores how organizations can divide tasks efficiently and effectively while focusing on professional relationships and their impact on the company's functions and production. Mintzberg identifies five key organizational structures—simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy—which are designed to adapt to different types of organizations depending on their size, environment, and goals (Mintzberg, 2021). These structures determine how tasks are divided and coordinated to optimize efficiency and productivity, while also considering the organization's interpersonal dynamics (Lambert & Vero, 2022). Moreover, the theory emphasizes the importance of decentralization in fostering autonomy among employees, which enhances their engagement and overall contribution to organizational success (Bolman & Deal, 2022). This theory applies to the study of business enterprises in Santa Cruz, Marinduque, as it helps explain how formal organizational structures and task delegation influence business performance and efficiency.

Chester Barnard's Acceptance Theory of Authority is a relevant theory that addresses the primary aspects of a business's formal organizational structure. This theory emphasizes the importance of effective task division, professional dynamics, and organizational relationships to ensure smooth operations and productivity. Barnard suggests that authority in an organization is not simply imposed from the top down but is accepted by employees based on their perception of its legitimacy and relevance to the organizational goals (Barnard, 2022). This acceptance relies on clear communication, proper task delegation, and strong relationships between employees and management. By focusing on these dynamics, Barnard's theory also stresses the importance of cooperation, which directly impacts the company's overall function and productivity (Conrad & Poole, 2021).

The theory highlights that a well-organized structure, where tasks are efficiently assigned and authority is accepted, leads to higher employee engagement and better organizational performance (Donaldson, 2023). This framework is essential for understanding the business practices in Santa Cruz, Marinduque, where effective communication, task management, and employee cooperation are critical for business success.

Fred Fiedler's Contingency Theory provides a strong theoretical foundation for the study on assessing best practices in successful business enterprises in Santa Cruz, Marinduque. The core premise of contingency theory is that there is no one-size-fits-all approach to management; instead, the effectiveness of management practices depends on the alignment between leadership style, organizational structure, and situational factors. In this study, businesses in Santa Cruz have demonstrated that their success is largely due to their ability to adapt management strategies—such as employee engagement, reward systems, and company culture—based on their specific circumstances for instance, effective workload distribution and flexible work policies were implemented by these enterprises to enhance employee productivity and overall operational efficiency. This adaptation aligns with the principles of contingency theory, which emphasizes the importance of flexibility in managerial approaches depending on external and internal variables

Moreover, recent literature supports the connection between contingency theory and the successful business practices observed in Santa Cruz. Robbins and Coulter (2022) argue that organizations that modify their strategies based on contextual factors, such as market conditions or employee capabilities, tend to perform better, especially in dynamic environments Fiedler and Garcia (2023) highlight the importance of matching leadership styles with organizational needs, particularly when dealing with complex or changing business environments Similarly, Donaldson (2023) emphasizes that contingency theory enhances organizational decision-making by promoting tailored management strategies that consider the unique challenges each business faces.

In essence, this study exemplifies how contingency theory can be applied in real-world settings, demonstrating that businesses thrive when they adapt their management practices to fit their specific situational requirements. By doing so, enterprises in Santa Cruz have been able to address challenges, enhance productivity, and achieve

sustained success.

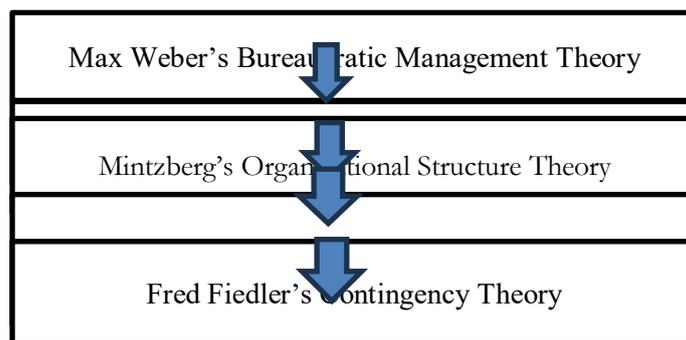


Figure 1. Research Framework

Figure 1 shows the theoretical framework. It is evident that three authors created different theories which are Bureaucratic Theory which focuses on rules and processes to maintain efficiency implemented and has five central ideas including task specialization, hierarchy, formal selection, rules and requirements, and impersonality by Max Weber, another is Systems Theory by Ludwig von Bertalanffy this theory diverged from classical management theory, which saw organizations as machines and concentrated on the relationships between the parts and how those relationships affected how the parts functioned as a whole.

The attributes of that system are determined by the arrangement of its components and how they work together. And also, this theory is made up of five vital parts that allow it to function, this is the environment, inputs, transformational process, outputs, and feedback.

Lastly, the Contingency Theory, this theory focuses on the environment's relative stability. As was already mentioned in this theory, there is a great deal of stability in libraries because change is happening so quickly. Just this seems to point to a focus on adaptability, based from Fred Edward Fiedler.

Synthesis: The Impact of Best Business Practices on a Municipality in the Philippines

Implementing best business practices in a municipality in the Philippines can significantly enhance local economic growth, governance, and overall quality of life. These practices, which include transparency, sustainability, corporate social responsibility, and digital innovation, can create a thriving business environment that benefits both entrepreneurs and the community.

1. Local Economic Growth and Job Creation: When businesses adopt ethical and efficient operations, they attract more investors and stimulate local industries. This leads to job creation and higher income levels for residents, reducing poverty rates and improving the municipality's economy.
2. Improved Public-Private Partnerships (PPP): Best business practices encourage collaboration between local government units (LGUs) and private enterprises. This partnership can lead to infrastructure development, better public services, and increased business opportunities, ultimately benefiting the entire community.
3. Sustainable Development: Environmentally friendly business operations, such as waste reduction and energy-efficient practices, contribute to sustainable growth. Municipalities that promote sustainability can maintain natural resources, attract eco-conscious investors, and improve the overall well-being of their citizens.
4. Enhanced Business Environment: Transparent policies, ease of doing business, and streamlined permit processes make a municipality more attractive to investors. LGUs that implement these best practices can expect more businesses to set up operations, increasing tax revenues and funding for public projects.

By promoting and enforcing best business practices, a municipality in the Philippines can achieve sustainable economic growth, efficient governance, and a better quality of life for its citizens.

Conceptual Framework

This study aims to assess the best practices of different successful business enterprises in Santa Cruz,

Marinduque: Basis for training and development plan.

The researchers aim to accomplish the objectives by assessing the best practices in Santa Cruz in terms of best practices, employee engagement, reward achievement, company culture, workload distribution, flexible work policies, and the challenges that the business owner encounters in terms of achieving a successful business so that the business owners can make an intervention and implement the training and development plan for it.

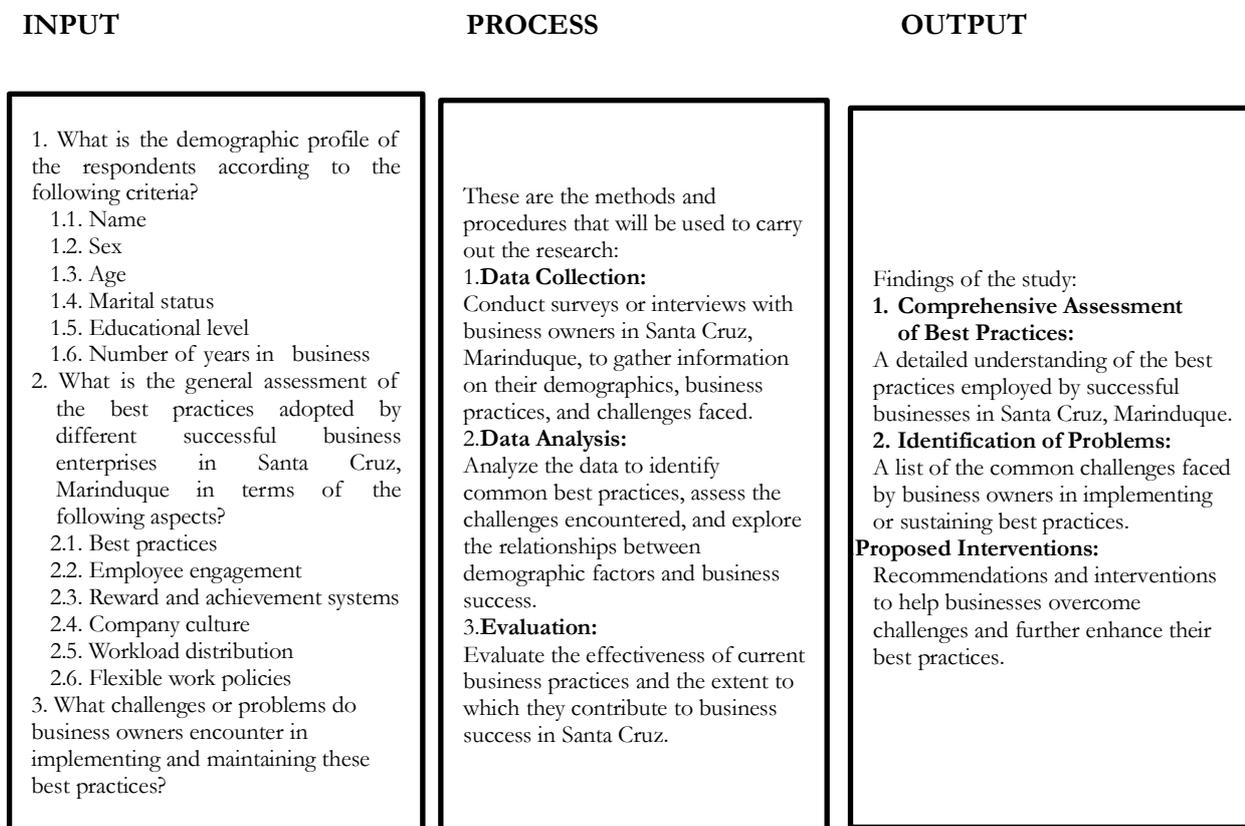


Figure 2. Conceptual framework

Figure 2 shows the research paradigm on which the research is anchored. The researchers used the Input, Process, and Output. The IPO framework is used to show the process of determining the best practices and the challenges faced by the business enterprise in Santa Cruz, Marinduque. In this study, the input will be the assessment of best practices of different successful business enterprises in Santa Cruz, Marinduque in terms of employee engagement, reward achievements, company culture, workload distribution, and flexible policies for development. These inputs are valuable data that identify the current situation of business enterprises. In addition, these identified components are essential data for the research. Also, the process of assessing the best practices of different successful business enterprises in Santa Cruz, Marinduque includes gathering data and distributing questionnaires. The data is analyzed using the suited statistical tools, thus providing a more comprehensive basis in interpreting the results which are helpful in the preparation of the interventions to help the business owners implement the development plan. This patterned in the responses of the respondents after the researchers have analyzed and interpreted the results of the data gathered.

As a result, a training and development plan can be crafted. This output will be of great help to business enterprise as they seek for the development to increase the capacity of the business in providing products and services to their respective customers.

Methodology

This chapter presents the discussion of method of research used, the respondents, research instrument that will

be utilized, the data gathering procedure and the statistical treatment of data.

This study utilized the descriptive-normative survey method of research because researchers will gather data and analyze information about what's going on at present. Quantitative research design is a formal, objective, systematic process in which numerical data are used to obtain information about the variables. It is used to describe and examine relationships between and among variables according to Lamar (2005). The design will be used since the main purpose of the study is to determine the best practices of different successful business enterprise in Santa Cruz, Marinduque. Through observation of the coincidence of certain conditions and certain apparent consequences, survey studies furnish valuable clues of cause-effect relationship

The questionnaire served as the primary source of information and data. The survey al the supplement of interview, documentation, and observation are next in order to assess the practices of different successful business enterprises in Santa Cruz, Marinduque: basis for training and development plan. Finally, this is important to know the strength of the place mentioned so that they make a training and development plan for it.

Respondents of The Study

The respondents of this study are as follows:

Table 1. Respondents

BARANGAY	No. of Successful Business Enterprises	SAMPLE
Bagong Silang	7	7
Buyabod	4	4
Maharlika	13	13
Manlibunan	9	9
Matalaba	4	4
Napo	6	6
Pag-asa	10	10
Tawiran	2	2
Taytay	5	5
	N = 60	S = 60

Table 1 shows the respondents of this study. It is evident that nine barangays in the Municipality of Santa Cruz over 55 barangays were selected by the researchers to participate in this study as respondents. Within this, Bagong Silang has 8 successful business owners (a sample of 8 respondents), Buyabod, has 4 successful business owners (a sample of 4 respondents), Maharlika, has 13 successful business owners (a sample of 13 respondents), Manlibunan, which has 9 successful business owners (a sample of 9 respondents), Matalaba, which has 4 successful business owners (a sample of 4 respondents), Napo which has 6 successful business owners (a sample of 6 respondents), Pag-Asa, which has 10 successful business owners (a sample of 10 respondents), Tawiran, which has 2 successful business owners (a sample of 2 respondents), and lastly Taytay which has 6 successful business owners, with a sample of s respondents. Comprising 60 representative respondents with a total of 60 successful business enterprises.

Data Gathering Procedure

To finish the study, the researchers had allotted vigorous time, effort, and cooperation in developing their questionnaire to serve its intended respondents. The survey was created using suitable questions modified from related research and individual questions formed by the researchers. The survey was comprised of main parts

subdivided into different subparts which were related to the participant's perception regarding the best practices of different successful enterprises. The data gathered from this research instrument were tallied and computed for interpretation according to the frequency of items checked by the participants. Along with primary data, the researchers also made use of secondary resources in the form of published articles and literature to support the survey results.

Statistical Analysis

This study validated the answers of the respondents using Analysis of Variance (ANOVA). Their answers as to how they practice their business norms vis-à-vis their perceived social benefits based from the survey was analyzed.

Ergo, the Null Hypothesis for this study is that *“There is no significant effect of implementing best practices of successful business firms vis-à-vis the growth of the locale.”*

Presentation, Analysis, and Interpretation of Data

This chapter deals with the presentation, analysis, and interpretation of data gathered. It presents the answer to the question in Chapter 1. The data gathered were also analyzed and treated with a table presented and corresponding interpretation.

Part 1. The demographic profile of the respondent:

The findings on the following parts detail the study.

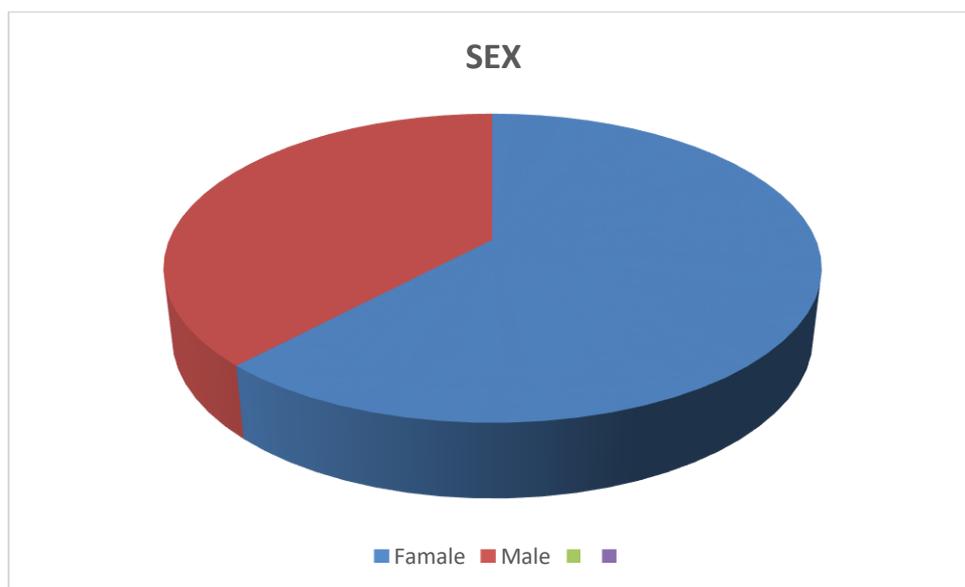


Figure 1.1 The demographic profile of the respondents according to Sex

Figure 1.1 presents the sex of the respondent. It can be seen from Figure 1 that 62% of the respondents are Female while 38% are male.

Momsen (2017) stated that sex is a social phenomenon, and a social construct, as distinguished from gender which is biologically determined".

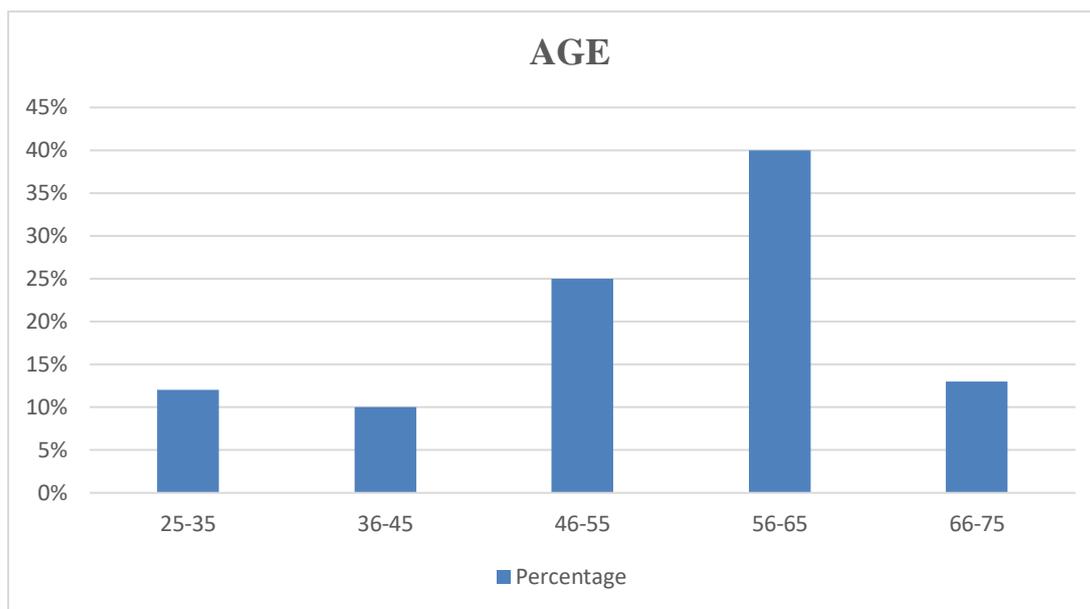


Figure 1.2 The demographic profile of the respondents according to Age

It can be inferred from the table below that the majority of the age of the respondents ranges from 56-65 which is equivalent to 40% it is followed by age of 46-55 which is equivalent to 25% moreover 66-75 of age is equivalent to 13% while the age of the youngest respondents ranges from 25-35 which is equivalent to 12%. The figure also shows that the ages of 10% of the respondents range from 36-45.

According to Margaret Atwood (2016), age often explores themes such as the psychological impact of aging, societal perceptions of different age groups, age-related health issues, intergenerational relationships, and the representation of age in various forms of media and literature. Different authors may approach these topics from diverse perspectives, considering cultural, historical, or scientific aspects of aging.

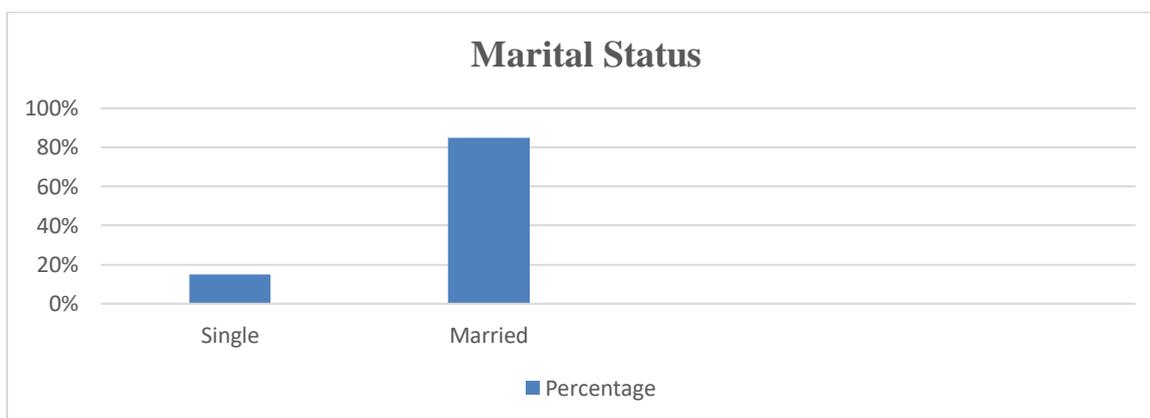


Figure 1.3 The demographic profile of the respondents according to Martial Status

Figure 1.3 presents the marital status of the respondents. Majority of the respondent is married with a percentage of 85% while 15% is single.

Anna Karenina (2016) cited that Marital status is a common theme in literature, often explored through various lenses like love, relationships, societal expectations, and personal growth. Jones et al., (2012) say that marital status is influenced by cultural norms and values, leading to variations in marital patterns across different societies and cultures. Marital patterns and norms have evolved. Changes in societal attitudes, economic factors, and individual preferences influence trends related to marriage, divorce, cohabitation, and other forms of partnership. Figure 1.3

The demographic profile of the respondents according to Marital Status

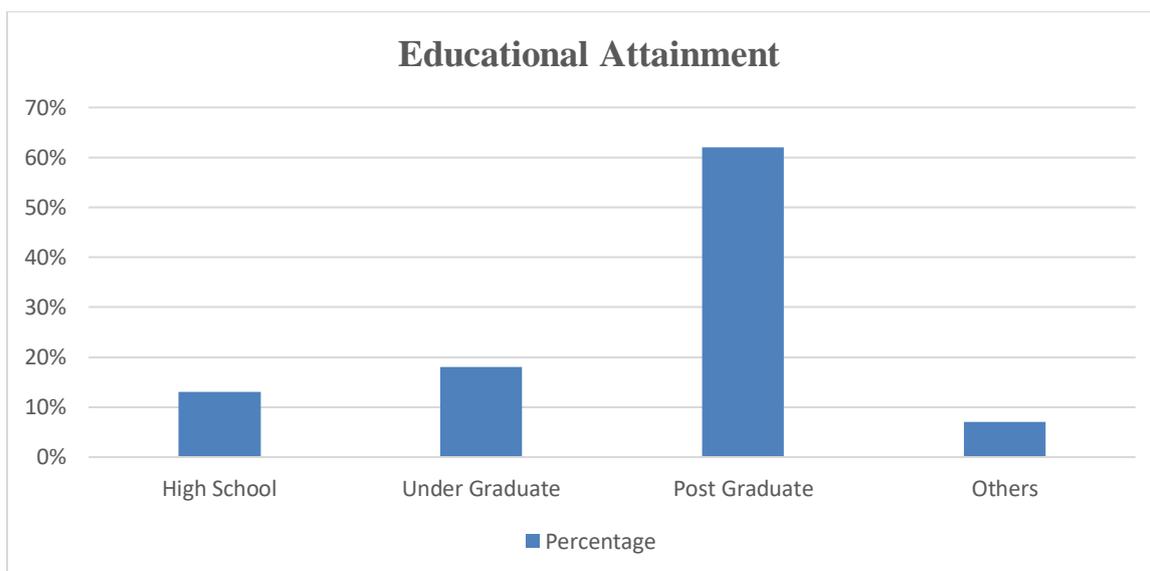


Figure 1.4 The demographic profile of the respondent according to their Educational Attainment

Figure 1.4 presents the educational attainment of the respondent. It can be shown in the figure that 62% of the respondents are Postgraduates while 18% of the respondents are undergraduates, followed by high school graduates with a percentage of 13% moreover, others are 7% which are Vocational Graduates.

Howard Gardner (2018) stated that educational attainment is vast and covers various aspects, including factors influencing academic success, the impact of socioeconomic status on education, the role of parental involvement, different teaching methodologies, the effects of technology in education, and much more. Comparative studies explore international trends, best practices, challenges, and innovations in education to inform policy development, collaboration, and knowledge sharing globally.

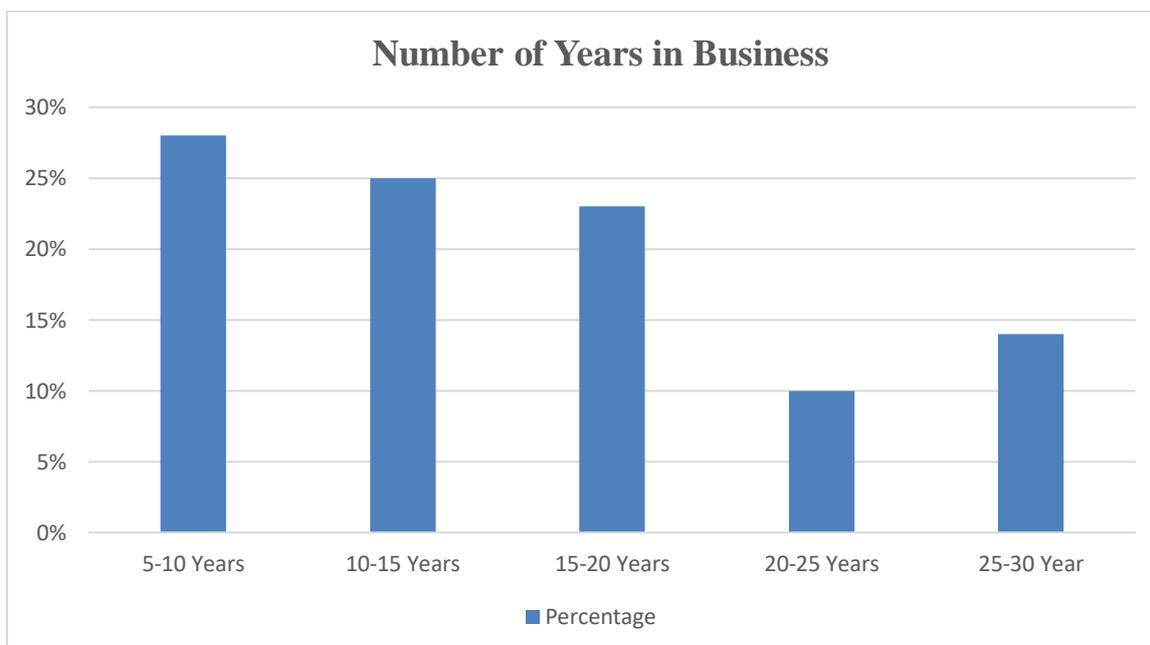


Figure 1.5 The demographic profile of the respondent according to Number of Years in Business

Figure 1.5 shows the number of years in business of the respondent. It can be seen that majority of the respondent ranges from 5-10 years equivalent of 28%, 10-15 years equivalent to 25% followed by 15-20 years equivalent of 23% moreover 10% ranges from 20-25 years while 14% ranges from 25-30 years.

Becker and Chiswick (2021) studies analyzing that number of years in business is the longevity of a business affects its likelihood of survival or success over time. Understanding a company's years in business can inform strategic planning, decision-making, risk management succession planning, and future growth strategies based on historical performance, lessons learned, industry trends, and market opportunities.

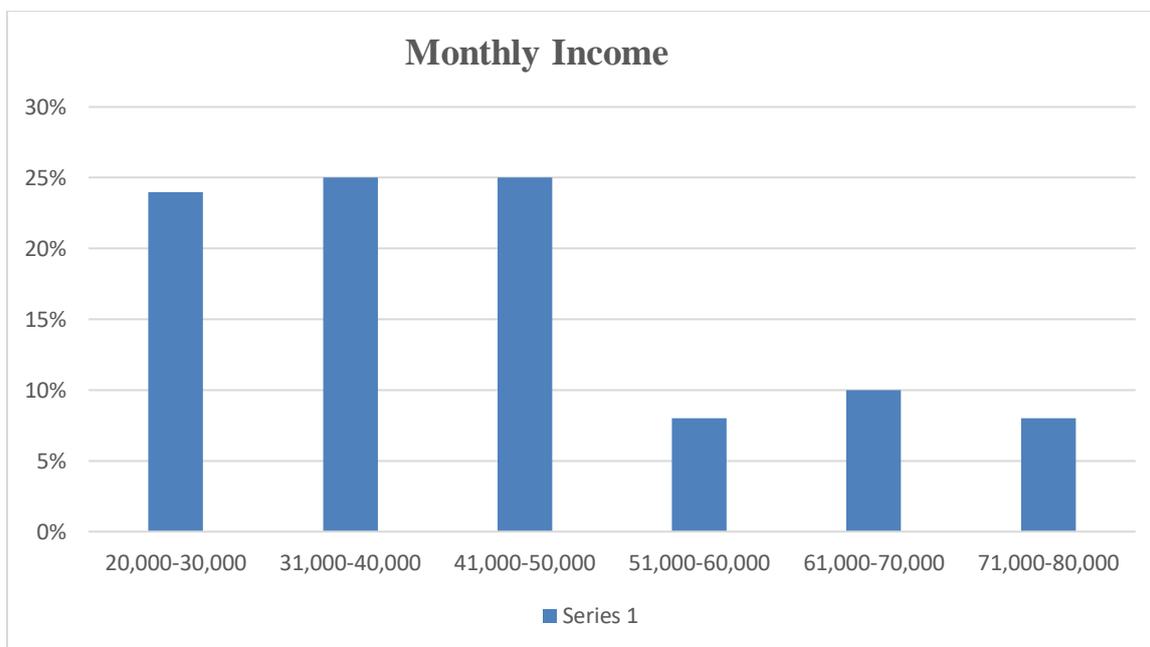


Figure 1.6 The demographic profile of the respondent according to Monthly Income

Figure 1.6 shows the monthly income of the respondents. It can be seen in the figure above that a 50% combined percentage of the respondents earn 31,000-40,000 and 41,000-50,000, 24% earn 20,000-30,000. More over 10% of the respondent earn 61,000-70,000, 8% earn 71,000-80,000 while 8% earn 51,000-60,000 monthly. Chen Lu and Jin (2017) cited that monthly income is the amount you earn every month before taxes and other deductions. Capps (2020) cited that literature examines how income volatility, unexpected expenses, financial shocks, and access to financial services impact household economic stability and well-being. Monthly income is a crucial variable study across various disciplines, including economics, sociology, public health, finance, and more.

The concept of monthly income provides insights into individual and household economic well-being, consumption patterns, financial stability, social mobility and disparities.

Part 2. The General Assessment of Best Practices of different Successful Business Enterprises in Santa Cruz Marinduque.

Table 2.1 The General Assessment of Best Practices of different Successful Business Enterprises in Santa Cruz Marinduque in terms of Best Practices

Indicators	Weighted Mean	Rank	Interpretation
Strengths and Weaknesses (Knowing your strengths and weaknesses can help to improve one’s business)	4.62	1	Extremely Effective
Relationship to the Employee (Building a strong relationship between the owner and the employee in a	4.62	1	Extremely Effective

business is a better way to have a good owner-employee relationship			
Success and Failures (Embrace both success and failure in the business. As a business owner, you must	4.43	2	Extremely Effective
Bench Marking (Helps business identify the most effective and efficient of improvement internally)	4.38	3	Extremely Effective

Table 2.1 presents the characteristics of best practices. It can be inferred from Table 2.1 that knowing the strengths and weakness of the business as well as the relationship to the employee was extremely effective among all given characteristics with a mean score of 4.62. On the other hand, the success and failures in the business ranked second with a mean score of 4.43 while benchmarking ranked the least although both are extremely effective as well. In general, these 4 given characteristics such as strengths and weakness, relationship to the employee, success, and failures, and benchmarking were all extremely effective.

Moreover, in the opinion of MeHaney and Hightower (2018), different practices aid in the practices of the organization and enable it to carry out its mission, these various practices help the organization to achieve success.

Table 2.2 The General Assessment of Best Practices of different Successful Business Enterprises in Santa Cruz Marinduque in terms of Employee Engagement

Indicators	Weighted Mean	Rank	Interpretation
Good Work (To recognize good work)	4.67	2	Extremely Effective
Engagement	3.93	4	Very Effective
Training and Development Program (Introduce team building activities/ exercises	3.93	4	Very Effective
Opportunities (Provide opportunities for employee development like offering training and development programs.	5.03	1	Extremely Effective
Team Building (Employees better understand each strength, weaknesses, and interests. It can help them work even better together on future progress vital to business)	4.16	3	Very Effective

Table 2.2 shows the best practices for employee engagement. It can be seen from Table 2.2 that activities such as recognizing good work and providing opportunities for employee development were considered extremely effective. Furthermore, training and development programs, incentives, and team building were very effective activities to engage the employees. Another, Luthans and Peterson (2020) stated that strategies for a business's success are significantly predicted by employee engagement, which also increases productivity and the likelihood of forging strong bonds among employees. Employee engagement is also a significant predictor of a company's success and is associated with higher levels of efficiency.

Table 2.3 The General Assessment of Best Practices of different Successful Business Enterprises in Santa Cruz Marinduque in terms of Reward Achievement

Indicators	Weighted Mean	Rank	Interpretation
Bonus (Boost morale, incentivize employees, and ensure	4.53	1	Extremely Effective
13th month Pay (It provided to employees for better performance, job security, and overall stability outcomes)	4.33	2	Very Effective
Monthly Allowance (It can enhance staff satisfaction, attract top talent, and foster a positive environment)	3.95	4	Very Effective

Cash Incentives (Give employees an immediate reward for their hard work, making them productive and motivated. This can lead to higher performance levels and better customer service -certainly in the short term.	4	3	Very Effective
Vacation (It is important to take time away from the stresses of work and daily life. It can improve physical and mental health	4	3	Very Effective

Table 2.3 presents the best practices for reward and achievement. It is depicted in the table that the rewards providing bonuses to incentivize employees were extremely effective with a mean score of 4.53. Moreover, providing 13th-month pay, allowing employees to go on a vacation, and giving cash incentives and monthly allowance were taken as very effective practices with the following mean scores 4.33, 4, 4, and 3.95 respectively.

According to Forondo (2019), the term "reward" typically refers to financial incentives given to staff members in recognition of their good work. This is one of the tactics used by businesses to draw in talented workers and inspire them to work harder. When workers are aware that their efforts are appreciated and that this reinforces their excellent work, they become more motivated. However, achievement does not have a monetary value; rather, it refers to intangible aspects of nature. This could be as straightforward as management praising a worker for a job well done.

Table 2.4 The General Assessment of Best Practices of different Successful Business Enterprises in Santa Cruz Marinduque in terms of Company Culture

Indicators	Weighted Mean	Rank	Interpretation
To set expectations for how people behave and work together.	3.95	1	Very Effective
Can break down the boundaries work between siloed teams, guide decision making the improve work overall	3.87	2	Very Effective
A glue to bind an organization together	3.78	5	Very Effective
To promote employee engagement, satisfaction, and retention.	3.85	3	Very Effective
To increase engagement exponentially.	3.83	4	Very Effective

Table 2.4 presents the best practices in terms of company culture. It can be inferred from the table that setting the expectations for how people behave and work together was very effective with a mean score of 3.95 while breaking down boundaries between teams ranked second with a mean score of 3.7. In addition, promoting employee engagement, satisfaction, and retention is considered effective too. Moreover, increasing engagement exponentially ranked fourth with a mean score of 3.83. Finally, a company's culture is considered a glue to bind an organization together and was considered very effective although it ranked the least.

In addition, the company culture is defined by Revasi and Schults (2018) as a set of common beliefs that direct behavior. This kind of collective behavior and assumption is seen by new organizational members as a means of understanding how a business succeeds best through perception and feeling.

Table 2.5 The General Assessment of Best Practices of different Successful Business Enterprises in Santa Cruz Marinduque in terms of Workload Distribution

Indicators	Weighted Mean	Rank	Interpretation
It reduces stress for the employee and prevents all the	4..13	1	Very Effective

tasks, jobs, and projects from overwhelming the teams			
It keeps the work moving forward	4.05	2	Very Effective
It driving task among a team to maximize the skills and experiences of everyone.	3.85	4	Very Effective
It helps everyone stay on track and improves your team's chances of success	3.93	3	Very Effective
It increases the Productivity of Everyone	3.71	5	Very Effective

Table 2.5 shows the characteristics as to workload distribution wherein the respondent thinks that reducing stress to the employee and prevents all the task, jobs, and projects from overwhelming the teams is very effective with a mean of 4.13. Also, according to the respondents, it is very effective to have workload distribution at work because it keeps the work moving forward with a mean of 4.05 While it helps everyone stay on track and improves your team's chances of success is very effective in workload distribution with the mean of 3.93, moreover, it is very effective in helping to divide the task among a team to maximize the skills and experiences of everyone. some of the respondents think that workload distribution increases the productivity of everyone it is a very effective characteristic of workload distribution with a mean of 3.71.

Workload was defined by **Parasuraman and Hancock (2001)** as a dynamic and multiply determined function of the combination of task demands. An operator may adopt adaptive strategies that can support a business's success and implement strategies in the workplace.

Table 2.6 The General Assessment of Best Practices of different Successful Business Enterprises in Santa Cruz Marinduque in terms of Flexible Work Policies

Indicators	Weighted Mean	Rank	Interpretation
Keep some standard work arrangements to give employees more options to work when they are the most productive	4.06	1	Very Effective
Plan for the flexible arrangement, and create a detailed plan of how it will function.	3.86	3	Very Effective
Create a clearly defined flexible work policy, it must be thoroughly and easily understood by staff.	3.9	2	Very Effective
Perform a trial run first to make sure the program works well.	3.83	4	Very Effective

Table 2.6 shows the best practices in terms of flexible work policies. It can be surmised from the table that keeping the standard work arrangements to give employees more options to work when they are the most productive was very effective as it ranked first among the list with a mean score of 4.06. In addition, creating a clearly defined flexible work policy ranks second with a mean score of 3.9 with the interpretation of very effective, while planning for the flexible arrangement create a detailed plan on how it will function is also considered very effective as it ranked third with a mean score of 3.86. Finally, performing a trial run first to make sure that the program works well was also considered as very effective practice although it ranked the lowest with a mean score of 3.83.

According to Baxter (2011), flexible working policies can help businesses by allowing them to better allocate their employees' time. However, they don't always result in more time spent working, nor do they guarantee that those who work flexibly will achieve the desired results. In other cases, the benefits of flexible work policies may be mitigated, which could be detrimental to a company's ability to succeed.

Part 3. The Problems Encountered by the Business Owners in terms of achieving a Successful Business

Table 3.1 The Problems Encountered by the Business owners in Terms of Achieving a Successful Business

Indicators	Weighted Mean	Rank	Interpretation
Advertisements (Increasing Cost: not everyone can afford the ever-increasing cost of advertising)	3.93	3	Very Effective
Customer Service (Dealing with frustrated customers' expectations and resolving issues)	3.85	5	Very Effective
Competition (Bringing)	3.96	2	Very Effective
Business Plan	3.91	4	Very Effective
Financial Management	4.26	1	Very Effective

Table 3.1 shows the problems encountered by the Business Owners in terms of achieving a Successful Business. It thinks that in Financial Management it is lack of understanding in financial management and limited access to cash financial growth is a very effective with the mean 4.26. In addition, competition bringing new products and services in the industry is very effective with a mean of 3.96. While advertisement includes the increasing cost, not everyone can afford the ever-increasing cost of advertising with a mean of 3.93. Moreover, the Business Plan will affect managing your cash flow and working with your suppliers and vendors with a mean of 3.91. Finally, customer dealing with frustrated customers' expectations and resolving issues is very effective.

According to **Pierson (2016)**, severe business difficulties can have an impact on an organization's ability to succeed. These difficulties can be overcome by recognizing them and implementing various strategies.

Austen et al (2019) Business difficulties can encompass a wide range of challenges that organizations face in the course of their operations. These difficulties can vary based on the industry, size of the business, geographical location, economic conditions, and other factors. Some common business difficulties that organizations might encounter like Financial Challenges includes issues like cash flow problems, securing funding or investment, managing debt, or dealing with unexpected expenses often face intense competition.

Capps (2018) cited that addressing challenges often requires strategic planning, innovation, adaptability, collaboration, and effective management practices. By identifying and understanding the underlying causes of challenges, individuals and organizations can develop strategies and solutions to overcome obstacles and achieve their goals.

Summary of Findings

The main purpose of this study is to find out the assessment of the best practices of different successful business enterprises in order to implement a training and development plan.

It was found that the data presented in the survey reveals a specific demographic profile of the business owners, the majority of the respondents are female, and fewer respondents are male. Most of the business owners who serve as our respondents belong to the age of 56- 65 and the least respondents are at the age of 25-35. In terms of marital status, 51 are married and 9 respondents are single. When it comes to the educational level of the respondents 37 are postgraduate, 11 are undergraduate, 8 are high school graduates, and 4 in others such as vocational. This group of entrepreneurs has businesses that have been operational for 5- 10 years, with a concentration of monthly income in the 31,000-50,000 range.

1. It was found that the best practices of the different successful business enterprises are extremely effective and very effective, where in table 2.1, knowing your strengths and weaknesses can help to improve one's business is extremely effective and the lowest rank is the benchmarking that helps businesses on identifying the most effective and efficient of improvement internally. Table 2.2 shows employee engagement as a best practice were recognizing good work and providing opportunities for employee development like offering training and development

programs are considered extremely effective, furthermore, team building is very effective. The next table which is the table 2.3 shows the reward achievement as a best practice. It shows that a bonus as a reward can boost morale, incentivize employees, and ensure that staff feel rewarded and appreciated is extremely effective according to the respondents, moreover providing the 13th month pay, allowing employees to go on a vacation, giving cash incentives and giving monthly allowance were taken as very effective. Company culture as a best practice in business is shown in table 2.4 it implies that setting expectations for how people behave and work together was extremely effective, it is followed by breaking down the boundaries between teams, promoting employee engagement, satisfaction and retention are considered as very effective. Increasing engagement exponentially and a glue to bind an organization together is considered as effective. Workload distribution is the fifth best practices shown in table 2.5 wherein the respondents thinks that workload distribution reduces stress to the employee and prevents all the task, jobs, and projects from overwhelming the teams is extremely effective. Having workload distribution in business can keeps the work on moving forward is considered as very effective together with dividing task among a team to maximize the skills and experiences of everyone, increases the productivity of everyone and workload distribution helps everyone to stay on track and improves your teams' chance of success.

The last table shows the flexible work policies wherein keeping some standard

work arrangements to give employees more options to work when they are most productive was extremely effective. In addition, creating a clearly defined flexible work policy, planning for the flexible arrangement, creating a detailed plan of how it will function, and performing a trial run first to make sure the program works well are very effective.

2. According to the business owners who serve as a respondent, the identified challenges in implementing best practices, such as advertising, customer service, competition, business planning, and financial management, resonate with the broader context of business operations. Advertising costs are highlighted as a barrier for some businesses, and customer service challenges, including dealing with frustrated customers and managing expectations, are acknowledged as significant. The competitive landscape introduces complexities, requiring a robust business plan for effective cash flow management and collaboration with suppliers and vendors. Additionally, a lack of understanding in financial management and limited access to cash for financial growth are recognized as obstacles to business success.

3. The proposed intervention of a comprehensive training and development plan appears well-suited to address these challenges. By targeting the identified areas of concern, such as advertising, customer service, competition, and financial management, the intervention seeks to equip business owners with the knowledge and strategies necessary for overcoming hurdles. The focus on a holistic approach aligns with the multifaceted nature of best practices in successful businesses. Overall, the demographic insights and the challenges faced by the surveyed female business owners provide a nuanced understanding of the specific context in which these entrepreneurs operate. The implementation of the said training and development plan can boost their knowledge and enhanced their learning about the best practices they might use in achieving the success of their business.

Statistical Analysis

Using ANOVA, the significant results validated the fact that the actual implementation of best practices indeed contribute towards the growth of the locale. It is of course expected but actual significance rating is very high in terms of using and implementing these best practices. Thus, the hypothesis is negated. The table below further presents the result.

Table 4. Presentation of the Results

Overall Mean	4.45
F-Value (Percentage Difference across the responses, the farther from 1.0 means a potentially higher significance)	0.4369702
P-Value (the probability that the responses are credible and consistent, in statistical terms, if the result is lower than 0.95 or 95%, it is generally considered to be of no significant	0.01

difference, ergo, the answers are practically similar)

This further proves that the best practices are of significant value and relevance since the current activities of these entities generally lead to economic movement for the area.

Conclusion

Based on the above-mentioned findings, it is concluded that Best Practices of different successful business enterprises in Santa Cruz Marinduque is very effective in terms of achieving a success of a business. It helps to understand what success look like. It provides roadmap for our business, shows our destination and identifies useful stopping points doing the way. In terms of challenges, it may be addressed by applying different strategies and practices and also there are possible solutions or interventions like training and development plans that help to enhance and enlighten the knowledge of every individual about using best practices in achieving a successful business.

Indeed, the implementation of best business practices has far-reaching positive effects on economic growth, governance, and community welfare. Ethical business operations, sustainable development, strong public-private partnerships, and corporate social responsibility contribute to a thriving local economy and improved quality of life. By fostering a business-friendly environment, municipalities can attract more investors, create job opportunities, and enhance public services, leading to long-term development and prosperity.

Recommendations

Based on the findings, the following recommendations were drawn out.

In general, the macro-benefit of this study can be supplanted thru the following:

1. Strengthen Ease of Doing Business Policies – Local government units (LGUs) should simplify business registration and permit processes to encourage more entrepreneurs and investors.
2. Promote Public-Private Partnerships (PPP) – LGUs should actively engage with private enterprises to collaborate on infrastructure, public services, and economic projects.
3. Encourage Sustainability and Green Practices – Municipalities should enforce environmental regulations and incentivize businesses that adopt eco-friendly initiatives.
4. Support Small and Medium Enterprises (SMEs) – Providing financial aid, training, and incentives for SMEs will help stimulate local economic growth.
5. Enhance Transparency and Good Governance – Implementing digital solutions for government transactions and ensuring accountability in decision-making will foster trust between businesses and the local government.
6. Advocate for Corporate Social Responsibility (CSR) – LGUs should encourage businesses to engage in community development projects, such as education, healthcare, and disaster preparedness programs.

By implementing these recommendations, municipalities in the Philippines can create a dynamic and sustainable business environment that benefits both the private sector and the local community. Specifically, the following are of utmost significance to achieve the desired outcomes:

1. To the Owners of Different Successful Business Enterprises

It is recommended that business owners continue to refine and implement best practices by focusing on employee engagement, workload distribution, and flexible work policies. In particular, offering training and development programs can significantly enhance both employee performance and overall business productivity. Additionally, business owners should invest in improving financial management skills and advertising strategies to overcome the identified challenges, ensuring better cash flow management and more effective competition in the market.

2. To the Aspiring Entrepreneurs

Aspiring entrepreneurs should study and adopt the best practices identified in this research, such as recognizing

the importance of employee engagement, establishing a strong company culture, and ensuring balanced workload distribution. These practices will serve as a foundation for building successful and sustainable businesses. Furthermore, aspiring entrepreneurs should seek continuous learning through business seminars and training programs to improve their knowledge and understanding of best business practices.

3. To the Policy Makers and Business Support Agencies

Government agencies and policymakers in Santa Cruz, Marinduque, should support local businesses by offering targeted training and development programs. These programs should address common challenges such as financial management, business planning, and customer service, equipping business owners with the tools they need to thrive. Additionally, providing access to affordable advertising options and financial assistance can help local businesses grow and compete more effectively.

4. To the Teachers and School Administration

Schools and universities, particularly those offering business management programs, should incorporate modules that teach real-world best practices in business management, focusing on employee engagement, reward systems, and customer satisfaction. Institutions should also offer workshops and seminars that provide students and aspiring entrepreneurs with practical knowledge on financial management, business planning, and leadership development.

5. To the Future Researchers

Future research should further explore the effectiveness of best practices in different industries and business environments to identify new trends and emerging strategies. A comparative study between successful and struggling businesses in the same region could provide deeper insights into how businesses can adapt and thrive in competitive markets. Additionally, future studies could evaluate the long-term impact of training and development programs on business

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