

Personality Temperament, Level of Motivation, and Satisfaction in the Business Industry

Angelica Garin Novilla

Master of Business Administration, Graduate School, La Carlota City College, Negros Occidental

DOI: <https://doi.org/10.47772/IJRISS.2026.100700265>

Received: 15 July 2026; Accepted: 20 July 2026; Published: 30 July 2026

ABSTRACT

This study examined the relationship between personality temperament, motivation, and satisfaction among vendors operating in a public market. Using a descriptive-correlational research design, simple random sampling of 145 respondents was selected from the total population of 227 vendors. Data were gathered through standardized questionnaires adapted from Tim LaHaye's Personality Temperament Test and the motivation and satisfaction instrument developed by Morandarte and Paner (2022). The findings revealed that respondents demonstrated varying personality temperaments that influenced their level of motivation and satisfaction in the business industry. The results further indicated a significant relationship between personality temperament and motivation, personality temperament and satisfaction, as well as motivation and satisfaction. Respondents who exhibited positive personality characteristics also showed higher levels of motivation and workplace satisfaction. The study emphasizes the importance of understanding personality temperament in improving employee motivation, workplace relationships, and overall organizational effectiveness in the business industry.

INTRODUCTION

This chapter presents the foundation of the study by discussing its background, the theoretical and conceptual frameworks, the statement of the problem, and the hypotheses formulated for the research. It also explains the significance of the study, outlines its scope and limitations, and defines the important terms used throughout the paper.

Background of the Study

Globally, organizations increasingly recognize that employee well-being is a critical determinant of organizational performance, particularly in industries that depend heavily on interpersonal communication, teamwork, and customer relations (Robbins & Judge, 2022). As workplaces continue to evolve due to technological advancements, globalization, and changing work environments, understanding the factors that influence employees' motivation and satisfaction has become increasingly important. Among these factors, personality has received considerable attention because individual differences shape how employees respond to workplace demands, collaborate with others, and adapt to organizational changes (Saks, 2022).

In the Philippine context, employee motivation and satisfaction remain significant concerns as organizations continue to address challenges related to employee retention, burnout, declining work engagement, and workforce productivity. Filipino employees often operate in demanding work environments where personality characteristics influence their ability to cope with occupational stress and maintain positive work attitudes. Previous local studies have consistently demonstrated that motivated employees exhibit stronger organizational commitment, better work performance, and healthier interpersonal relationships. Likewise, personality has been identified as an important factor affecting employees' perceptions of workplace challenges and opportunities for professional growth (Laguador & Chavez, 2021). Moreover, the post-pandemic business environment has compelled organizations to reassess human resource practices and employee support mechanisms to sustain motivation and job satisfaction amid rapidly changing business conditions (Department of Labor and Employment [DOLE], 2021).

Despite the growing body of literature on organizational behavior, an important gap remains. Most previous studies have examined personality, motivation, and job satisfaction as separate constructs or have focused primarily on employees working in formal organizational settings. Existing research has also predominantly employed contemporary personality trait models, such as the Big Five Personality Framework, while relatively few studies have investigated temperament classifications in relation to work motivation and satisfaction. More importantly, limited empirical evidence has simultaneously examined the relationships among personality temperament, motivation, and satisfaction among vendors operating in public markets, who work under business conditions that differ substantially from those of employees in corporate organizations. These vendors independently manage customer interactions, financial risks, and business operations, making their work experiences distinct from those reported in conventional workplace studies.

The present study addresses this gap by simultaneously examining personality temperament, level of motivation, and level of satisfaction among registered vendors in a selected public market in Negros Occidental. Unlike previous studies that concentrated on formal employees or investigated only one or two of these variables, this research integrates the three constructs within the context of small-scale market entrepreneurship. By focusing on an understudied population, the study offers a more comprehensive understanding of how personality temperament relates to motivation and satisfaction among public market vendors. The findings are expected to contribute to the existing body of knowledge in organizational behavior and entrepreneurship while providing evidence-based insights that may assist business managers, local government units, market administrators, and human resource practitioners in designing interventions that enhance motivation, well-being, and workplace satisfaction within similar business environments (Almeida & Santos, 2023).

THEORETICAL FRAMEWORK

This study is anchored primarily on the Big Five Personality Traits Theory developed by Goldberg (1990), one of the most widely accepted and empirically validated frameworks for understanding personality in organizational and behavioral research. The theory conceptualizes personality through five broad dimensions: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. These dimensions have consistently been associated with important workplace outcomes, including job performance, work engagement, motivation, interpersonal relationships, and job satisfaction. The Big Five framework provides a comprehensive explanation of how stable personality traits influence individuals' attitudes, behaviors, and responses to different work environments, making it an appropriate theoretical foundation for examining personality-related differences among vendors in the business sector.

To operationalize the measurement of personality temperament, this study also adopts Tim LaHaye's Four Temperament Theory (1966), which classifies individuals into four dominant temperament types: sanguine, choleric, melancholic, and phlegmatic. Although contemporary personality research primarily relies on evidence-based trait models such as the Big Five, LaHaye's temperament classification continues to be utilized in educational, counseling, leadership, and organizational settings because it offers a practical and easily interpretable framework for describing behavioral tendencies. In the present study, LaHaye's theory serves as the operational basis for classifying respondents' dominant temperament since the adopted research instrument was developed using this framework. Consequently, the Four Temperament Theory is employed as a measurement approach rather than as the principal explanatory theory.

The study is further supported by the Self-Determination Theory (SDT) of Deci and Ryan (2000), which explains that motivation is influenced by both intrinsic and extrinsic factors. According to SDT, individuals are more likely to exhibit sustained motivation and experience greater satisfaction when their fundamental psychological needs for autonomy, competence, and relatedness are fulfilled. Within business settings, individuals who perceive themselves as capable, valued, and socially connected are more likely to remain motivated, productive, and committed to their work.

Job satisfaction is closely linked to both personality and motivation because it reflects individuals' overall evaluation of their work experiences. Personality traits influence how individuals perceive workplace conditions, cope with challenges, and interact with customers and colleagues, while motivation shapes the effort, persistence, and enthusiasm they invest in their work. Consistent with the Self-Determination Theory, individuals whose

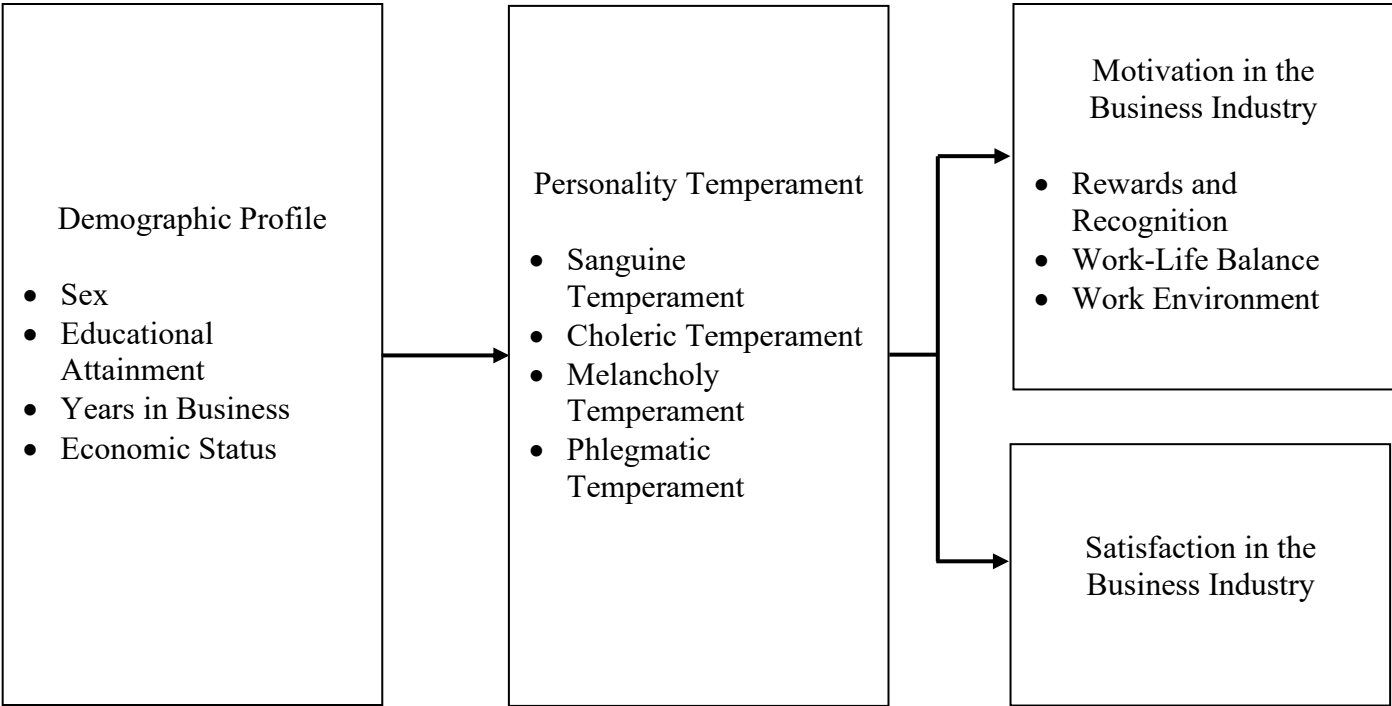
psychological needs are fulfilled are more likely to experience higher levels of job satisfaction. Likewise, the Big Five Personality Theory suggests that stable personality traits influence how individuals respond to workplace demands and opportunities, thereby affecting both motivation and satisfaction.

By integrating these theoretical perspectives, the present study provides a comprehensive explanation of the relationships among personality temperament, motivation, and satisfaction among public market vendors. The Big Five Personality Traits Theory serves as the primary theoretical lens for interpreting the findings, Tim LaHaye's Four Temperament Theory provides the operational framework for measuring respondents' temperament classifications through the adopted instrument, and the Self-Determination Theory explains how motivation contributes to satisfaction. Together, these theories establish a strong conceptual foundation for understanding how personality characteristics influence motivation and satisfaction within the context of small-scale business operations.

CONCEPTUAL FRAMEWORK

The study illustrates the relationship between the respondents' demographic profile, personality temperament, level of motivation, and satisfaction in the business industry. The demographic profile, which includes sex, educational attainment, years in business, and economic status, is considered an influencing factor that may shape the respondents' personality temperament, motivation, and satisfaction. In this framework, personality temperament serves as the independent variable, as it is believed to affect how individuals respond to workplace conditions, responsibilities, and interactions within the business environment. Meanwhile, the level of motivation and satisfaction in the business industry is treated as the dependent variable because they are expected to change or vary depending on the respondents' temperament and personal characteristics. The framework further shows that motivation and satisfaction have a direct relationship, indicating that employees who are highly motivated are more likely to experience satisfaction in their work, while satisfied employees may also become more motivated in performing their responsibilities. Overall, the framework emphasizes that personality temperament, together with demographic factors, plays an important role in understanding employee motivation and satisfaction in the business industry.

Figure 1. Schematic Diagram of the Study.



Statement of the Problem

This study examined the level of personality temperament, motivation, and satisfaction within the business industry.

Specifically, this study sought to answer the following problems:

1. What is the demographic profile of respondents when grouped in terms of:
 - a. sex;
 - b. educational attainment;
 - c. years in business; and
 - d. economic status?
2. What is the personality temperament of respondents in the business industry when grouped according to demographic profile?
3. What is the level of motivation of respondents in the business industry when grouped according to demographic profile?
4. What is the level of satisfaction in the business industry when grouped according to demographic profile?
5. Is there a significant relationship between the personal temperament and level of motivation in the business industry?
6. Is there a significant relationship between the personal temperament and level of satisfaction in the business industry?
7. Is there a significant relationship between the level of motivation and the level of satisfaction in the business industry?

Hypotheses of the Study

Based on the problems identified, the following null hypotheses will be tested:

1. There is no significant relationship between the personal temperament and level of motivation in the business industry.
2. There is no significant relationship between the personal temperament and level of satisfaction in the business industry.
3. There is no significant relationship between the level of motivation and the level of satisfaction in the business industry.

Significance of the Study

This study would be significant in the field of business and human resource management because it explores the relationship between personality temperament, level of motivation, and job satisfaction among individuals engaged in the business industry. By examining these variables, the study provides a deeper understanding of how personal characteristics and motivational factors influence employees' satisfaction and experiences in the workplace.

The findings of this study may help employees become more aware of how their personality temperament affects their motivation, behavior, and level of job satisfaction. Such understanding can help them improve their work attitudes, strengthen interpersonal relationships, adjust more effectively to workplace demands, and make better career-related decisions.

The success of this study would be beneficial to the following:

Businessmen. The findings of this study may provide valuable insights that can help business owners and managers develop more effective leadership and management practices. Understanding the role of personality temperament in employee motivation and satisfaction may assist them in creating appropriate motivational strategies, improving communication, and maintaining a positive and productive work environment.

Business Organizations. The results of the study may contribute to the improvement of organizational performance by promoting higher levels of employee motivation and job satisfaction. These factors are important in increasing productivity, strengthening employee commitment, reducing turnover, and improving overall organizational effectiveness.

Employees. This study may help employees gain a clearer understanding of how their personality temperament influences their level of motivation and satisfaction at work. The findings may guide them in improving work performance, developing positive attitudes, and identifying roles or responsibilities that are more aligned with their personal characteristics and strengths.

Future Researchers. The findings of this study may serve as a useful reference for future studies related to personality temperament, motivation, and job satisfaction. Future researchers may use this study as a basis for comparative analysis, further investigation, or the exploration of other variables related to employee behavior and organizational performance.

Scope and Limitation of the Study

This study focused on determining the levels of personality temperament, motivation, and satisfaction among vendors operating in a public market. Specifically, it examined how these variables were manifested among individuals engaged in various business activities within the market setting. The respondents of the study were registered vendors actively conducting business during the period of data gathering for the school year 2025–2026. Data were collected through a survey questionnaire designed to measure the respondents' personality temperament, motivation, and satisfaction.

The study was limited to the responses provided by the selected vendors and did not include consumers, market administrators, or vendors operating outside the identified public market. Furthermore, the investigation focused solely on the variables of personality temperament, motivation, and satisfaction and did not consider other factors that may influence business performance, such as financial capacity, market competition, business experience, or economic conditions.

Definition of Terms

For a better and clearer understanding of this study, the following terms are defined conceptually and operationally:

Choleric. Conceptually, choleric temperament refers to a personality type commonly associated with strong leadership, confidence, determination, and decisiveness. Individuals with this temperament are often goal-oriented, assertive, and motivated to accomplish tasks efficiently (Cherry, 2023).

In this study, choleric refers to the respondents who exhibit dominant, competitive, and action-oriented behaviors in their work within the business industry, as measured through the adopted personality temperament assessment tool.

Economic Status. Conceptually, economic status pertains to an individual's financial and social standing based on income, occupation, and access to resources. It often influences a person's lifestyle, opportunities, and work experiences (World Bank, 2022).

Operationally, economic status in this study refers to the respondents' self-reported financial condition or income classification, which may affect their level of motivation and satisfaction in the business industry.

Educational Attainment. Refers to the highest level of education completed by an individual. It reflects a person's academic background and acquired knowledge and skills (UNESCO, 2021).

Operationally, in this study, educational attainment refers to the respondents highest completed educational level, such as high school, vocational, college, or postgraduate education, as indicated in the survey questionnaire.

Melancholy. Conceptually, melancholy temperament is associated with individuals who are analytical, detail-oriented, thoughtful, and emotionally sensitive. They are often careful in decision-making and value organization and accuracy (Verywell Mind, 2022).

In this study refers to respondents who demonstrate reserved, reflective, and perfectionist tendencies in the workplace, based on the personality temperament assessment utilized by the researcher

Motivation in the Business Industry. Conceptually, motivation refers to the internal and external factors that stimulate individuals to perform their duties, pursue goals, and maintain commitment in the workplace. It influences productivity, engagement, and work performance (Saks, 2022).

Operationally, motivation in the business industry refers to the level of enthusiasm, willingness, and drive of respondents to accomplish their responsibilities and contribute effectively to business operations, as measured through the research instrument.

Personality Temperament. Refers to the natural behavioral and emotional tendencies that influence how individuals react, interact, and adapt to different situations. It forms part of a person's enduring personality traits (Robbins & Judge, 2022).

Operationally, personality temperament in this study refers to the classification of respondents according to the four basic temperament types—choleric, sanguine, melancholy, and phlegmatic—using the adopted assessment questionnaire.

Phlegmatic. Conceptually, phlegmatic temperament describes individuals who are calm, patient, cooperative, and emotionally stable. They are often known for maintaining harmony and avoiding conflicts (Cherry, 2023).

In this study refers to respondents who display relaxed, dependable, and peaceful behaviors in the workplace, as identified through the personality temperament scale used in the study.

Rewards and Recognition. Refer to the financial and non-financial incentives that organizations provide to acknowledge employees' contributions, achievements, and performance, which help enhance motivation and job satisfaction (Kuvaas et al., 2020).

In this study, rewards and recognition refer to the respondents' perceptions of the compensation, incentives, promotions, and appreciation they receive from their organization, as measured through the survey questionnaire.

Sanguine. Conceptually, sanguine temperament is characterized by sociability, optimism, enthusiasm, and energetic behavior. Individuals with this temperament are often outgoing and enjoy interacting with others (Verywell Mind, 2022).

Operationally, sanguine in this study refers to respondents who exhibit cheerful, expressive, and highly social characteristics within the business industry, as determined through the adopted temperament assessment tool.

Satisfaction in the Business Industry. Conceptually, satisfaction refers to the degree of contentment and fulfillment individuals experience in relation to their work, work environment, and professional relationships. It reflects positive feelings toward one's job and organization (Almeida & Santos, 2023).

Refers to the respondents' perceived level of happiness, fulfillment, and positive attitude toward their work experiences in the business sector, as measured through the survey questionnaire.

Sex. Refers to the biological classification of individuals as male or female based on physical and genetic characteristics. It is commonly used in demographic profiling in research studies (World Health Organization [WHO], 2022).

In this study refers to the biological identity of the respondents as indicated in the demographic section of the questionnaire.

Vendors. Refers to the individual who engages in the buying and selling of goods or services to consumers for profit, either through a permanent or temporary business establishment (International Labour Organization [ILO], 2021).

Refers to the respondents who own, manage, or operate businesses and actively conduct selling activities within the selected business setting.

Work Environment. Refers to the physical, social, and psychological conditions in the workplace that influence employees' performance, motivation, and overall job satisfaction (Maan et al., 2020).

In this study, work environment refers to the respondents' perceptions of the safety, resources, interpersonal relationships, and overall workplace conditions, as measured using the survey instrument.

Work-Life Balance. Is the ability of employees to effectively manage their work responsibilities alongside their personal and family life, resulting in improved well-being and job satisfaction (Rehman et al., 2020).

In this study, work-life balance refers to the respondents' perceived ability to balance their work commitments with their personal responsibilities, as assessed through the questionnaire.

Year in Business. Conceptually, years in business refers to the length of time an individual has been engaged or employed in business-related activities or work environments. It is often associated with experience and professional exposure (Department of Trade and Industry [DTI], 2021).

Operationally, years in business in this study refers to the number of years the respondents have worked or been involved in the business industry, as stated in their responses to the survey questionnaire.

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents various related studies and literature that are closely connected to the current research. These sources are discussed to provide a deeper understanding of the topic and to establish a clearer foundation for the study being conducted.

Personality Temperament in the Business Industry

Personality temperament has long been recognized as an important determinant of workplace behavior and organizational outcomes. Contemporary organizational research commonly explains personality through the Big Five Personality Traits Framework, which includes openness, conscientiousness, extraversion, agreeableness, and neuroticism. Studies consistently demonstrate that these personality dimensions influence employee performance, communication patterns, adaptability, and workplace relationships (Kang et al., 2023; Mete, 2020). However, although scholars generally agree that personality affects workplace outcomes, there remains variation in the extent to which specific traits predict organizational success across different work settings.

Several studies have identified conscientiousness and emotional stability as the strongest predictors of positive workplace outcomes because these traits are associated with discipline, reliability, persistence, and effective stress management (Ansari, 2020; Mete, 2020). Similarly, Kang et al. (2023) reported that employees possessing these traits demonstrate greater adaptability and resilience in dynamic work environments. In contrast, other studies emphasize the importance of extraversion and openness, particularly in occupations requiring extensive customer interaction, collaboration, and innovation (Holman & Hughes, 2021). These findings suggest that no single personality trait universally predicts success; rather, the effectiveness of specific traits depends on the nature of work and organizational context.

The relationship between personality temperament and workplace outcomes has also been examined in relation to motivation and job satisfaction. Holman and Hughes (2021) found that employees whose personality traits align with job demands tend to exhibit higher engagement and stronger organizational commitment. Similarly, Mete (2020) reported that personality influences how employees perceive workplace conditions and opportunities for growth, thereby affecting their motivation and satisfaction. However, some studies suggest that organizational factors such as leadership support, compensation, and workplace culture may exert a stronger influence on motivation and satisfaction than personality alone. This indicates that personality and organizational conditions interact rather than operate independently in shaping employee experiences.

Moreover, researchers generally agree that understanding personality differences can improve human resource practices, including recruitment, job placement, leadership development, and employee retention. Nevertheless, existing studies have primarily focused on employees in formal organizational settings. Comparatively little attention has been given to individuals engaged in small-scale entrepreneurial activities, such as public market vendors, whose work conditions, customer interactions, and business responsibilities differ substantially from those of corporate employees. Consequently, while the literature confirms the importance of personality temperament in workplace outcomes, further investigation is needed to determine how temperament influences motivation and satisfaction among vendors operating within the informal business sector.

Motivation in the Business Industry

Motivation is widely regarded as a critical factor influencing employee productivity, commitment, and organizational performance. Existing literature consistently demonstrates a positive relationship between motivation, work engagement, job satisfaction, and employee retention (Makhamreh et al., 2022; Sharifudin & Murti, 2023). However, researchers differ in their views regarding the relative importance of intrinsic and extrinsic motivational factors.

Some studies argue that intrinsic factors, such as personal achievement, meaningful work, and self-fulfillment, have a stronger and more sustainable effect on employee motivation than external rewards (Makhamreh et al., 2022). Employees who derive personal satisfaction from their work often demonstrate greater persistence and commitment even in challenging situations. Conversely, other studies emphasize the continuing importance of extrinsic motivators, including salary, incentives, job security, and promotion opportunities, particularly in economically constrained environments where financial stability remains a primary concern (Kasperczuk et al., 2025). These contrasting findings suggest that motivation is multidimensional and influenced by both personal and contextual factors.

Another area of agreement among scholars concerns the role of organizational support in fostering motivation. Research consistently shows that supportive leadership, recognition systems, and positive workplace cultures contribute significantly to employee motivation (Sharifudin & Murti, 2023; Makhamreh et al., 2022). However, the literature also indicates that the effectiveness of these motivational strategies varies among individuals. Employees may respond differently to the same workplace conditions depending on their personal characteristics, values, and expectations. This observation supports the argument that personality-related factors may influence how motivation is experienced and sustained.

Furthermore, recent studies reveal that employee expectations have evolved considerably due to technological changes, globalization, and shifting workforce values. While traditional motivational factors remain important, employees increasingly value flexibility, work-life balance, autonomy, and opportunities for personal development (Kasperczuk et al., 2025). This shift highlights the need to examine motivation from a broader perspective that considers both organizational influences and individual differences. Despite extensive research on motivation, relatively few studies have explored how personality temperament may shape motivational levels among small-scale entrepreneurs and vendors. This gap warrants further investigation, particularly in local business environments where motivational dynamics may differ from those observed in large organizations.

Satisfaction in the Business Industry

Employee satisfaction has been widely recognized as a key indicator of organizational effectiveness because of its relationship with productivity, employee retention, and business performance (Sharma & Gupta, 2020; Heimerl et al., 2020). Although researchers consistently acknowledge the importance of satisfaction, they differ in their explanations of the factors that most strongly influence it.

Some studies emphasize organizational factors such as compensation, leadership quality, and workplace support as the primary determinants of satisfaction (Soewarto & Subyantoro, 2020; Idris et al., 2020). These studies argue that employees are more likely to experience satisfaction when they perceive fairness, recognition, and support from management. In contrast, other scholars highlight the importance of psychological and personal factors, suggesting that satisfaction is strongly influenced by employees' perceptions of meaning, autonomy, and

personal fulfillment at work (Daneshmandi et al., 2023). These differing perspectives indicate that satisfaction is shaped by both organizational conditions and individual characteristics.

The literature also reveals that satisfaction is closely linked to employee well-being. Heimerl et al. (2020) found that supportive work environments foster higher levels of satisfaction, while stress, role ambiguity, and excessive workloads reduce employee contentment. Similarly, Daneshmandi et al. (2023) reported that opportunities for growth, skill utilization, and decision-making authority significantly enhance satisfaction levels. Collectively, these findings suggest that satisfaction extends beyond financial rewards and encompasses broader psychological and social dimensions of work.

Despite broad agreement regarding the importance of satisfaction, inconsistencies remain concerning the relative influence of personal versus organizational factors. Some studies report that workplace conditions exert the strongest influence on satisfaction, whereas others suggest that individual differences, including personality traits, shape how employees interpret and respond to those conditions. This unresolved issue highlights the need for further research examining satisfaction within specific business contexts.

Moreover, much of the existing literature focuses on employees working in formal organizations, leaving a limited understanding of satisfaction among individuals operating their own businesses. Public market vendors face unique challenges related to customer interaction, income uncertainty, competition, and business sustainability. Consequently, findings derived from corporate employees may not fully explain satisfaction among vendors. Addressing this gap may provide a more comprehensive understanding of how personality temperament and motivation contribute to satisfaction within small-scale business environments.

RESEARCH METHODOLOGY

This chapter outlines the research design, respondents, population and sample size, sampling technique, research instrument, validity and reliability, data gathering procedures, and the statistical methods used for data analyses.

Research Design

This study employed a descriptive correlational research design, which was appropriate for identifying and describing the relationships among personality temperament, level of motivation, and satisfaction in the business industry. This design was used to observe variables as they naturally occurred without any manipulation, allowing the researcher to obtain an accurate picture of real workplace conditions. Through this approach, the study described the characteristics of the respondents and examined how personality temperament was associated with motivation and satisfaction in their work environment. The descriptive correlational design has been widely used in organizational and behavioral studies because it helps explain patterns and relationships among variables in a natural setting (Siedlecki, 2020).

In addition, the correlational component of the design allowed the researcher to determine the strength and direction of relationships among the variables without inferring causation. This meant that while no variables were manipulated, statistical analysis was used to determine whether differences in personality temperament were associated with variations in motivation and satisfaction among business industry employees. This design was appropriate for the study because it provided meaningful insights that could guide organizational practices, particularly in improving employee motivation and satisfaction. By using this method, the study contributed useful information that may help business organizations better understand employee behavior and enhance workplace outcomes (Curtis et al., 2021).

Subject and Respondents of the Study

The subject and respondents of this study were the vendors operating in one of the public markets in Negros Occidental. These individuals are engaged in various forms of retail and trading activities that constitute their primary source of livelihood.

Population and Sample Size

The total population of the vendors operating within the selected public market is 227. To obtain the sample size, Yamane's formula will be used with the formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n – sample size
N – total population
e – margin of error (0.05)

Below is the computation to obtain the sample size.

$$\begin{aligned} n &= \frac{N}{1 + N(e)^2} \\ n &= \frac{227}{1 + 227(0.05)^2} \\ n &= \frac{227}{1.57} \\ n &\approx 144.59 \\ n &= 145 \end{aligned}$$

Thus, the sample size used in this study is 145.

Sampling Techniques

This study employed a simple random sampling technique to select respondents from the total population of vendors. This method ensures that each vendor in the population has an equal chance of being selected, thereby minimizing bias and enhancing the representativeness of the sample.

Using the sample size derived from Yamane's Formula ($n \approx 145$), the researchers randomly selected participants from the list of 227 vendors. A complete list of vendors served as the sampling frame, and respondents were chosen through a randomization process, such as the lottery method or random number generation.

This sampling technique was deemed appropriate as it allows for a fair and unbiased selection of respondents, ensuring that the results of the study can be generalized to the entire population of vendors.

Data Gathering Instrument

The primary data-gathering instrument used in this study is a standardized survey questionnaire designed to collect relevant information on the personality temperament, level of motivation, and level of satisfaction of vendors operating in the selected public market of a local government unit in Negros Occidental.

Coming from La Haye's Book, "Why You Act the Way You Do" is the Personality Temperament Test. It is used to determine the type of personality temperament that one employee has. It is composed of four sections and needs to be rated as: 1 = That is definitely not me, 2 = That is usually not me, 3 = That is usually me, 4 = That is mostly me, and 5 = That is definitely me, which is written in the English language.

The motivation and satisfaction questionnaire that was used in this study came from the study of Morandarte and Paner (2022) titled "Employee Motivation and Job Satisfaction". The motivation instrument is composed of

15 items, while the satisfaction instrument is composed of 10 items, both with a rating scale as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Validity and Reliability of the Research Instrument

The research instrument used in this study was adapted from previously established and validated questionnaires. The Personality Temperament Questionnaire was adopted from Tim LaHaye's *Why You Act the Way You Do*, specifically the Personality Temperament Test based on the Four Temperament Theory, which classifies respondents into four dominant temperament types: Sanguine, Choleric, Melancholic, and Phlegmatic. The Motivation and Satisfaction Questionnaires were adapted from the study of Morandarte and Paner (2022), *Employee Motivation and Job Satisfaction*. In the original study, the instruments demonstrated high internal consistency, with Cronbach's alpha coefficients of 0.89 for the Motivation Scale and 0.91 for the Satisfaction Scale.

Although these instruments had previously established evidence of validity and reliability, their psychometric properties were reassessed using the present sample to ensure their appropriateness within the context of registered public market vendors in Negros Occidental. Prior to data collection, the adapted questionnaire underwent content validation by experts in business research and human resource management to determine the clarity, relevance, and appropriateness of each item concerning the objectives of the study. Recommendations provided by the validators were incorporated to improve the wording and contextual suitability of selected statements.

Following data collection, the internal consistency of each instrument was evaluated using Cronbach's alpha coefficient based on the responses of the study participants. Cronbach's alpha is a widely accepted measure of reliability that determines the extent to which the items within a scale consistently measure the same construct. Following the guidelines of George and Mallery (2020), alpha coefficients of 0.70 or higher were considered acceptable, 0.80 or higher were considered good, and 0.90 or higher indicated excellent internal consistency. The computed reliability coefficients for the Personality Temperament, Motivation, and Satisfaction scales are presented in the Results section, confirming the suitability of the instruments for the present study.

The questionnaire consisted of three major sections: Personality Temperament, Motivation, and Satisfaction. For the Personality Temperament Questionnaire, respondents rated each descriptive statement using a five-point scale: 5 – That is Definitely Me, 4 – That is Mostly Me, 3 – That is Usually Me, 2 – That is Usually Not Me, and 1 – That is Definitely Not Me. Responses were summed according to the four temperament categories—Sanguine, Choleric, Melancholic, and Phlegmatic—and the temperament category obtaining the highest total score was identified as the respondent's dominant personality temperament.

The Motivation Questionnaire required respondents to evaluate statements related to rewards and recognition, work-life balance, and work environment using a five-point Likert scale consisting of 5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree, and 1 – Strongly Disagree. The Satisfaction Questionnaire employed the same response format to measure respondents' level of satisfaction with various aspects of their work. Responses were assigned corresponding numerical values, and weighted means were computed to determine the respondents' overall levels of motivation and satisfaction. Higher mean scores indicated higher levels of motivation and satisfaction, whereas lower mean scores reflected lower levels of these constructs.

Data Gathering Procedure

In this study, the researcher presented a letter to the selected Local Government Unit in Negros Occidental asking permission to conduct the study, that was noted by the adviser and approved by the Dean of La Carlota City College Graduate School (Appendix B). The letter stated that details of the respondents and results will be dealt with high confidentiality.

Upon the approval of the organization, the researcher started gathering data through a thorough survey of the respondents, given that the necessary documents were ready. After completing the assessments, the researcher started encoding the results. After which, the statistician generated and computed results based on the given file.

After establishing the test results, the scores were kept on file accordingly. By using an organize tables from the

Microsoft Excel Program, it was a big help in the data analysis.

Data Analyses

After the collection of questionnaires, the researcher was tasked with tallying, tabulating, and analyzing the data. Different statistical tools were used to analyze the data.

To answer the statement of the problem number 1, which states, what is the profile of the respondents in terms of sex, educational attainment, years in business, and economic status, frequency and percentage were used, with the formula:

$$\% = \frac{f}{N} \times 100$$

Where:

f – number of respondents

N – total number of respondents

% – percentage

To answer the statement of the problem number 2, which states, what is the personality temperament of respondents in the business industry when grouped according to demographic profile, the mean and standard deviation were used, with the formula:

Mean

$$\bar{x} = \frac{\sum x}{n}$$

Where:

$\bar{x}$ – mean

Σ – summation notation

x – scores

n – number of scores or sample size

Standard Deviation

$$s = \sqrt{\frac{\sum (X - \bar{X})^2}{N - 1}}$$

Where:

s - standard deviation

X - raw score

$\bar{X}$ - mean score

N – number of scores in the distribution

To interpret the mean scores describing the personality temperament of respondents, the below was utilized.

Scale	Description	Mean Score Range	Interpretation	Verbal Description
5	That Is Definitely Me	4.21 - 5.00	Very High	It signifies that the statement strongly reflects or accurately describes the respondent's personality, behavior, or experience.

4	That Is Mostly Me	3.41 – 4.20	High	It signifies that the statement generally reflects or describes the respondent's personality, behavior, or experience, although not to an absolute extent.
3	That Is Usually Me	2.61 – 3.40	Moderate	It signifies that the statement often reflects or describes the respondent's personality, behavior, or experience in many situations, though not consistently in all cases.
2	That Is Usually Not Me	1.81 – 2.60	Low	It signifies that the statement generally does not reflect or describe the respondent's personality, behavior, or experience in most situations, although it may apply in a few instances.
1	That Is Definitely Not Me	1.00 – 1.80	Very Low	It signifies that the statement does not reflect or describe the respondent's personality, behavior, or experience in any way.

To answer the statement of the problem number 3, which states, what is the level of motivation of respondents in the business industry when grouped according to demographic profile, the mean and standard deviation were used.

To interpret the mean scores describing the motivation of respondents in the business industry, the table below was utilized.

Scale	Description	Mean Score Range	Interpretation	Verbal Interpretation
5	Strongly Agree	4.21 - 5.00	Very High	It signifies that the statement fully reflects the respondent's feelings, attitudes, or experiences toward their level of motivation at work. This descriptor indicates a very high degree of motivation and a strong affirmation of the given item.
4	Agree	3.41 – 4.20	High	It signifies that the statement generally reflects or describes the respondent's personality, behavior, or experience, although not to an absolute extent.
3	Neutral	2.61 – 3.40	Moderate	It signifies that the statement often reflects or describes the respondent's personality, behavior, or experience in many situations, though not consistently in all cases.
2	Disagree	1.81 – 2.60	Low	It signifies that the statement generally does not reflect or describe the respondent's personality, behavior, or experience in most situations, although it may apply in a few instances.
1	Strongly Disagree	1.00 – 1.80	Very Low	It signifies that the statement does not reflect or describe the respondent's personality, behavior, or experience in any way.

To answer the statement of the problem number 4, which states, what is the level of satisfaction in the business industry when grouped according to demographic profile, the mean and standard deviation were used.

To interpret the mean scores describing the satisfaction in the business industry, the table below was utilized.

Scale	Description	Mean Score Range	Interpretation	Verbal Description
5	Strongly Agree	4.21 - 5.00	Very High	It signifies that the statement fully reflects the respondent's feelings, attitudes, or experiences toward their satisfaction with their job.

4	Agree	3.41 – 4.20	High	It signifies that the statement reflects the respondent's feelings, attitudes, or experiences toward their satisfaction with their job to a considerable extent, although not at the highest level.
3	Neutral	2.61 – 3.40	Moderate	It signifies that the statement neither clearly reflects nor does not reflect the respondent's feelings, attitudes, or experiences toward their satisfaction with their job.
2	Disagree	1.81 – 2.60	Low	It signifies that the statement does not generally reflect the respondent's feelings, attitudes, or experiences toward their satisfaction with their job.
1	Strongly Disagree	1.00 – 1.80	Very Low	It signifies that the statement does not at all reflect the respondent's feelings, attitudes, or experiences toward their satisfaction with their job.

To answer the statement of the problem 5, which states, is there a significant relationship between the personal temperament and level of motivation in the business industry, the Chi-square test was used with the formula:

$$\chi^2 = \frac{\sum (of - ef)^2}{ef}$$

where:

χ^2 = chi-square value

of = (frequency according to the variables) observed frequency

ef = (total number of frequency x number of respondents) expected frequency

To answer the statement of the problem 6, which states, is there a significant relationship between the personality temperament and level of satisfaction in the business industry, the Chi-square test was used.

To answer the statement of the problem 7, which states, is there a significant relationship between the level of motivation and the level of satisfaction in the business industry, the Spearman Rank Order Coefficient Correlation was used with the formula:

$$r_s = 1 - \frac{6 \sum D^2}{n(n^2 - 1)}$$

where:

r_s = Spearman Rank Order Coefficient Correlation

$\sum D^2$ = sum of the squares of the difference between rank x and rank y

n = number of data pairs

6 = constant

Presentation, Analysis, And Interpretation Of Data

This chapter presents, analyzes, and interprets the data collected for the study. The results are systematically organized following the order of the research questions and are examined using appropriate statistical tools to ensure clear and accurate discussion and interpretation of the findings.

Demographic Profile of Respondents

Table 1 below shows the frequency and percent distribution of the demographic profile of respondents.

Table 1. Frequency and Percent Distribution of the Demographic Profile of Respondents.

Profile	Category	f	%
Sex			
	Male	57	39.31

	Female	88	60.69
	Total	145	100.00
Educational Attainment			
	Elementary Undergraduate	0	0.00
	Elementary Graduate	1	0.69
	High School Undergraduate	8	5.52
	High School Graduate	55	37.93
	Senior High School Undergraduate	4	2.76
	Senior High School Graduate	9	6.21
	College Undergraduate	37	25.52
	College Graduate	31	21.38
	Total	145	100.00
Years in Business			
	0 to 5 yrs	51	35.17
	6 to 10 yrs	35	24.14
	11 to 15 yrs	28	19.31
<i>Continuation of Table 1..</i>			
	16 to 20 yrs	12	8.28
	21 to 25 yrs	9	6.21
	26 yrs above	10	6.90
	Total	145	100.00
Socio-economic Status			
	Below ₱10,000.00	49	33.79
	₱10,001.00 - ₱15,000.00	69	47.59
	₱15,001.00 - ₱20,000.00	20	13.79
	₱21,001.00 - ₱25,000.00	3	2.07
	₱26,001.00 - ₱30,000.00	3	2.07
	Above ₱30,001.00	1	0.69
	Total	145	100.00

Table 1 presents the demographic profile of the respondents in terms of sex, educational attainment, years in business, and socio-economic status. Regarding sex, the majority of the respondents were female ($f = 88$, 60.69%), while the remaining respondents were male ($f = 57$, 39.31%). This indicates that females comprised a larger proportion of the vendors surveyed in the La Carlota City Public Market.

The demographic profile of the respondents revealed that the majority were female vendors ($f = 88$, 60.69%), while male respondents comprised 39.31% of the study population. This finding suggests that women constitute a substantial proportion of small-scale entrepreneurs in the selected public market and play an important role in sustaining household income and local economic activity. The predominance of female vendors may reflect the increasing participation of women in entrepreneurial activities, particularly in informal and microenterprise sectors where business ownership offers greater flexibility in balancing family responsibilities and income generation.

The present finding is consistent with the Global Entrepreneurship Monitor (2021), which reported that women continue to make significant contributions to micro and small enterprises worldwide through income generation, family financial support, and community economic development. Similarly, studies conducted in developing economies have found that women are increasingly engaged in entrepreneurial activities because self-employment provides opportunities to improve household welfare and achieve financial independence. These findings suggest that entrepreneurship has become an important economic strategy for women, particularly in communities where formal employment opportunities may be limited. However, previous studies also indicate that female entrepreneurs frequently encounter challenges such as limited access to financing, business networks, and entrepreneurial training. Although these factors were not examined in the present study, they may influence

the long-term sustainability and growth of women-owned enterprises and therefore warrant further investigation.

With regard to educational attainment, the majority of respondents were high school graduates (37.93%), followed by college undergraduates (25.52%) and college graduates (21.38%). These findings indicate that most respondents possessed at least a secondary level of education, which may have provided them with basic literacy, numeracy, and problem-solving skills necessary for managing small businesses. While relatively few respondents had completed higher education, the results demonstrate that entrepreneurial participation is not limited to individuals with advanced academic qualifications.

The findings support those of Acs et al. (2021), who argued that entrepreneurial success is influenced not only by formal education but also by practical experience, opportunity recognition, adaptability, and resilience. Likewise, empirical studies have shown that while higher educational attainment contributes to improved financial literacy, strategic planning, and business decision-making, these advantages alone do not guarantee entrepreneurial success. Instead, business performance is shaped by a combination of educational background, experience, personal competencies, and access to economic opportunities. The consistency between the present findings and previous research suggests that public market vendors are able to sustain their businesses despite varying educational backgrounds by relying on practical knowledge and entrepreneurial experience acquired through daily business operations.

In terms of years in business, the largest proportion of respondents had been operating their businesses for only 0 to 5 years, indicating that many participants were relatively new entrepreneurs. This finding may reflect the continuing expansion of small-scale entrepreneurship as an alternative source of livelihood, particularly following periods of economic uncertainty and changing employment conditions. The presence of many new vendors also suggests a growing interest in self-employment and microenterprise development within the local community.

This finding agrees with the International Labour Organization (2021), which reported that many individuals turned to entrepreneurship and informal business activities in response to economic disruptions, unemployment, and reduced employment opportunities following the COVID-19 pandemic. Likewise, studies on microenterprise development have emphasized that new entrepreneurs often face challenges related to limited business experience, restricted capital, and the establishment of stable customer networks during the early stages of business operations. These similarities indicate that the respondents' relatively short business experience reflects broader socioeconomic trends rather than an isolated local phenomenon. Nevertheless, unlike established entrepreneurs, newer vendors may require additional mentoring, financial support, and business development programs to strengthen the long-term sustainability of their enterprises.

Regarding socio-economic status, most respondents reported monthly incomes of ₱15,000.00 or below, indicating that the majority belonged to lower-income groups. This finding suggests that public market vending serves primarily as a livelihood activity that provides essential financial support for households rather than generating substantial economic gains. Limited income may also influence vendors' ability to expand their businesses, invest in new products, or respond to unexpected financial challenges.

The present finding is consistent with the World Bank (2022), which observed that micro and small entrepreneurs commonly operate with limited capital, unstable income, and restricted access to financial resources, particularly during the early stages of business development. Similarly, previous empirical studies have found that inadequate financial resources constrain business expansion, technology adoption, and long-term competitiveness. However, despite these financial limitations, many entrepreneurs continue to sustain their businesses through resilience, adaptability, and effective resource management. This observation corresponds with the present study, where respondents remained actively engaged in business despite belonging predominantly to lower-income categories. Such findings highlight the importance of government and institutional support programs, including financial literacy training, access to affordable credit, entrepreneurship development initiatives, and business mentoring to enhance the sustainability of microenterprises.

Overall, the demographic characteristics of the respondents portray a population of predominantly female, small-scale entrepreneurs with moderate educational attainment, relatively limited business experience, and modest

financial resources. These findings generally support previous empirical studies indicating that microentrepreneurs often operate under constrained economic conditions while demonstrating resilience and commitment to sustaining their businesses. At the same time, the findings emphasize that demographic characteristics alone do not fully explain entrepreneurial outcomes. Other factors, such as motivation, business support systems, entrepreneurial competencies, and access to resources, may play equally important roles in shaping business performance and satisfaction. This underscores the need for holistic interventions that address both the personal and structural factors influencing the success and sustainability of public market vendors.

Personality Temperament of Respondents in the Business Industry When Grouped According to Profile

Table 2 below shows the personality temperament of respondents in the business industry when grouped according to profile.

Table 2. Personality Temperament of Respondents in the Business Industry When Grouped According to Profile

Variable	Category	Personality Temperament				
		Sanguine	Choleric	Melancholy	Phlegmatic	Total
Sex						
	Male	11	29	7	10	57
	Female	23	32	20	13	88
	Total	34	61	27	23	145
Educational Attainment						
	Elementary Undergraduate	0	0	0	0	0
	Elementary Graduate	0	1	0	0	1
	High School Undergraduate	2	3	1	2	8
	High School Graduate	13	21	13	8	55
	Senior High School Undergraduate	1	2	1	0	4
	Senior High School Graduate	3	3	1	2	9
<i>Continuation of Table 2..</i>						
	College Undergraduate	9	15	5	8	37
	College Graduate	6	16	6	3	31
	Total	34	61	27	23	145
Years in Business						
	0 to 5 yrs	19	13	10	9	51
	6 to 10 yrs	4	22	6	3	35
	11 to 15 yrs	7	10	6	5	28
	16 to 20 yrs	0	9	1	2	12
	21 to 25 yrs	2	1	3	3	9
	26 yrs above	2	6	1	1	10
	Total	34	61	27	23	145
Socio-economic Status						
	Below ₱10,000.00	19	14	9	7	49
	₱10,001.00 - ₱15,000.00	8	33	15	13	69
	₱15,001.00 - ₱20,000.00	6	9	3	2	20
	₱21,001.00 - ₱25,000.00	0	2	0	1	3
	₱26,001.00 - ₱30,000.00	1	2	0	0	3
	Above ₱30,001.00	0	1	0	0	1
	Total	34	61	27	23	145

Table 2 presents the distribution of the respondents' personality temperament when grouped according to sex, educational attainment, years in business, and socio-economic status. Overall, the Choleric temperament was the most dominant personality type among the respondents, accounting for 61 out of 145 respondents. This was followed by the Sanguine temperament with 34 respondents, Melancholic temperament with 27 respondents,

and Phlegmatic temperament with 23 respondents. The predominance of the Choleric temperament suggests that many of the respondents possess characteristics associated with leadership, determination, confidence, and goal orientation, which are traits commonly associated with entrepreneurial and business-related activities.

When grouped according to sex, both male and female respondents were predominantly Choleric. Among males, 29 out of 57 respondents exhibited a Choleric temperament, followed by Sanguine (11), Phlegmatic (10), and Melancholic (7). Similarly, among females, the largest group was also Choleric, with 32 out of 88 respondents, followed by Sanguine (23), Melancholic (20), and Phlegmatic (13).

These findings indicate that regardless of sex, respondents generally demonstrated personality characteristics associated with assertiveness, competitiveness, and leadership.

This supports the findings of Baluku et al. (2021), which emphasized that choleric-related traits such as leadership orientation, confidence, and persistence are frequently associated with entrepreneurial engagement and business survival.

In terms of educational attainment, the Choleric temperament remained the most common personality type across most educational categories. Among high school graduates, 21 out of 55 respondents were classified as Choleric, while among college graduates, 16 out of 31 respondents exhibited the same temperament. Likewise, among college undergraduates, 15 out of 37 respondents were identified as Choleric.

The consistency of this temperament across educational levels suggests that leadership-oriented and achievement-driven characteristics are evident among vendors regardless of their educational background.

According to Ferreira et al. (2020), entrepreneurial success is often linked not only to education but also to personality characteristics such as determination, confidence, and risk-taking ability.

With respect to years in business, the dominant temperament varied slightly across categories; however, the Choleric temperament remained the most frequently observed overall. Among respondents who had been in business for 6 to 10 years, 22 out of 35 were Choleric, while 10 out of 28 respondents with 11 to 15 years of business experience and 9 out of 12 respondents with 16 to 20 years of experience were also Choleric. Interestingly, among respondents who had been in business for 0 to 5 years, the Sanguine temperament was the most common (19 out of 51 respondents).

This finding may suggest that newer vendors tend to exhibit more enthusiastic, sociable, and optimistic characteristics, whereas those with longer business experience demonstrate stronger leadership and goal-oriented traits associated with the Choleric temperament.

Research by Kerr et al. (2021) noted that entrepreneurs who display assertiveness, confidence, and strong decision-making skills are more likely to remain active and resilient in business operations over time.

As to socio-economic status, the Choleric temperament was the most prevalent personality type across nearly all income groups. Among respondents earning ₱10,001.00 to ₱15,000.00 monthly, 33 out of 69 were classified as Choleric. Similarly, among those earning below ₱10,000.00, 14 out of 49 respondents exhibited a Choleric temperament. These results suggest that the Choleric personality type is common among vendors regardless of income level and may reflect the determination and persistence necessary to operate and sustain a business under varying economic conditions.

This supports the study of Obschonka and Stuetzer (2020), which highlighted that entrepreneurial personality traits such as initiative, determination, and leadership are important factors in sustaining business engagement despite economic limitations.

Overall, the results reveal that the choleric temperament is the most dominant personality type among respondents in the business industry, regardless of sex, educational attainment, years in business, and socio-economic status. This suggests that many respondents possess assertive, goal-driven, and leadership-oriented characteristics that may contribute to their active involvement and persistence in business activities.

Level of Motivation of Respondents in the Business Industry in terms of Profile

Table 3 below shows the level of motivation of respondents in the business industry in terms of profile.

Table 3. Level of Motivation of Respondents in the Business Industry in terms of Profile.

Profile	Category	Mean	SD	Interpretation
Sex				
	Male	3.68	0.36	High
	Female	3.67	0.35	High
Educational Attainment				
	Elementary Undergraduate	0.00	0.00	-
	Elementary Graduate	3.13	0.00	Moderate
	High School Undergraduate	3.76	0.33	High
	High School Graduate	3.66	0.33	High
	Senior High School Undergraduate	3.32	0.34	High
	Senior High School Graduate	3.64	0.32	High
<i>Continuation of Table 3..</i>				
	College Undergraduate	3.63	0.31	High
	College Graduate	3.81	0.42	High
Years in Business				
	0 to 5 yrs	3.67	0.39	High
	6 to 10 yrs	3.56	0.24	High
	11 to 15 yrs	3.77	0.42	High
	16 to 20 yrs	3.56	0.21	High
	21 to 25 yrs	3.78	0.29	High
	26 yrs above	3.85	0.39	High
Socio-economic Status				
	Below ₱10,000.00	3.62	0.35	High
	₱10,001.00 - ₱15,000.00	3.65	0.34	High
	₱15,001.00 - ₱20,000.00	3.83	0.36	High
	₱21,001.00 - ₱25,000.00	3.78	0.56	High
	₱26,001.00 - ₱30,000.00	3.82	0.52	High
	Above ₱30,001.00	3.60	0.00	High

Legend:(4.21 – 5.00)-Very High;(3.41 – 4.20)-High;(2.61 – 3.40)-Moderate;(1.81 – 2.60)-Low;(1.00 – 1.80)-Very Low

Table 3 presents the level of personality temperament of the respondents when grouped according to sex, educational attainment, years in business, and socio-economic status.

When grouped according to sex, both male and female respondents demonstrated a high level of personality temperament. Male respondents obtained a mean score of 3.68 (SD = 0.36), while female respondents recorded a closely similar mean score of 3.67 (SD = 0.35).

The negligible difference between the two mean scores suggests that personality temperament was relatively similar among male and female vendors.

This finding contrasts with the study of Wardana et al. (2021), which reported that males tend to demonstrate higher entrepreneurial motivation due to greater risk-taking behavior and confidence in business decision-making. However, the present findings suggest that motivation toward business engagement is becoming more balanced between men and women, particularly in small-scale and community-based enterprises.

In terms of educational attainment, personality temperament was generally interpreted as high across most categories. College graduates obtained the highest mean score (M = 3.81, SD = 0.42), followed by high school

undergraduates ($M = 3.76$, $SD = 0.33$), while college undergraduates recorded a mean score of 3.63 ($SD = 0.31$). High school graduates and senior high school graduates obtained mean scores of 3.66 ($SD = 0.33$) and 3.64 ($SD = 0.32$), respectively. The only exception was the elementary graduate category, which registered a mean score of 3.13 and was interpreted as moderate. However, this category consisted of only one respondent and, therefore, may not be representative of the general population.

Overall, the findings indicate that respondents across different educational levels generally possessed a high degree of personality temperament characteristics.

These findings imply that respondents generally maintain strong motivation toward business regardless of educational background. However, higher educational attainment may still contribute to greater confidence, strategic thinking, and business adaptability.

This supports the findings of Hasan et al. (2022), which emphasized that education enhances entrepreneurial skills, innovation, and long-term business motivation.

With respect to years in business, all categories were interpreted as having a high level of personality temperament. Respondents with 26 years and above of business experience obtained the highest mean score ($M = 3.85$, $SD = 0.39$), followed by those with 21 to 25 years ($M = 3.78$, $SD = 0.29$) and 11 to 15 years ($M = 3.77$, $SD = 0.42$). Respondents with 6 to 10 years and 16 to 20 years of business experience both recorded a mean score of 3.56.

These findings suggest that personality temperament remains consistently high regardless of the length of time respondents have been engaged in business.

According to Nguyen and Pham (2021), long-term business involvement strengthens entrepreneurial resilience and increases intrinsic motivation to continue business activities despite economic uncertainties.

As to socio-economic status, all income groups exhibited a high level of personality temperament. Respondents earning ₱15,001.00 to ₱20,000.00 obtained the highest mean score ($M = 3.83$, $SD = 0.36$), followed by those earning ₱26,001.00 to ₱30,000.00 ($M = 3.82$, $SD = 0.52$) and ₱21,001.00 to ₱25,000.00 ($M = 3.78$, $SD = 0.56$). Meanwhile, respondents earning below ₱10,000.00 recorded the lowest mean score ($M = 3.62$, $SD = 0.35$), although it was still interpreted as high.

The results indicate that respondents generally exhibited strong personality temperament characteristics regardless of income level.

The results imply that business motivation may be influenced not only by financial gains but also by personal goals, family support, and the desire for economic stability.

This supports the study of Ratten (2021), which highlighted that entrepreneurial motivation is often driven by self-improvement, independence, and long-term financial security rather than income alone.

Overall, the findings reveal that respondents consistently demonstrated a high level of motivation in the business industry regardless of sex, educational attainment, years in business, and socio-economic status. This suggests that the respondents possess strong determination and commitment toward sustaining and improving their business activities despite differences in personal and economic backgrounds.

Level of Satisfaction of Respondents in Business Industry in terms of Profile

Table 4 below shows the level of satisfaction of respondents in the business industry in terms of profile.

Table 4. Level of Satisfaction of Respondents in Business Industry in terms of Profile.

Profile	Category	Mean	SD	Interpretation
Sex				
	Male	3.88	0.38	High

	Female	3.85	0.38	High
Educational Attainment				
	Elementary Undergraduate	0.00	0.00	-
	Elementary Graduate	3.40	0.00	Moderate
	High School Undergraduate	3.93	0.28	High
	High School Graduate	3.92	0.32	High
	Senior High School Undergraduate	3.63	0.26	High
	Senior High School Graduate	3.88	0.32	High
<i>Continuation of Table 4..</i>				
	College Undergraduate	3.82	0.43	High
	College Graduate	3.82	0.45	High
Years in Business				
	0 to 5 yrs	3.81	0.34	High
	6 to 10 yrs	3.85	0.35	High
	11 to 15 yrs	3.92	0.44	High
	16 to 20 yrs	3.88	0.41	High
	21 to 25 yrs	4.01	0.44	High
	26 yrs above	3.81	0.43	High
Socio-economic Status				
	Below ₱10,000.00	3.81	0.33	High
	₱10,001.00 - ₱15,000.00	3.88	0.35	High
	₱15,001.00 - ₱20,000.00	3.98	0.46	High
	₱21,001.00 - ₱25,000.00	3.73	0.60	High
	₱26,001.00 - ₱30,000.00	3.90	0.76	High
	Above ₱30,001.00	3.10	0.00	Moderate

Legend:(4.21 – 5.00)-Very High;(3.41 – 4.20)-High;(2.61 – 3.40)-Moderate;(1.81 – 2.60)-Low;(1.00 – 1.80)-Very Low

Table 4 presents the level of satisfaction of the respondents in the business industry when grouped according to sex, educational attainment, years in business, and socio-economic status.

When grouped according to sex, both male and female respondents reported a high level of satisfaction. Male respondents obtained a mean score of 3.88 (SD = 0.38), while female respondents recorded a mean score of 3.85 (SD = 0.38). The minimal difference between the mean scores suggests that satisfaction levels were relatively similar regardless of sex.

This finding indicates that both male and female vendors generally perceived favorable conditions in relation to their business activities.

This contradicts the findings of Hidayati et al. (2021), which reported that male entrepreneurs tend to express higher business satisfaction due to greater access to financial resources and decision-making opportunities. The present result, however, implies that both men and women are equally capable of achieving positive business experiences despite possible differences in responsibilities and challenges.

In terms of educational attainment, respondents across most educational categories demonstrated a high level of satisfaction. High school undergraduates obtained the highest mean score (M = 3.93, SD = 0.28), followed closely by high school graduates (M = 3.92, SD = 0.32). Senior high school graduates registered a mean score of 3.88 (SD = 0.32), while college undergraduates and college graduates both obtained a mean score of 3.82. The only category interpreted as moderate was elementary graduates (M = 3.40), although this result was based on only one respondent and may not be representative of the population.

The findings suggest that respondents generally maintained a high level of satisfaction regardless of educational attainment.

The findings indicate that respondents generally experience positive satisfaction with their business activities regardless of educational attainment. This may imply that business satisfaction is influenced not only by academic qualifications but also by personal achievement, income stability, and successful business experiences.

According to Al Mamun et al. (2020), entrepreneurial satisfaction is strongly associated with perceived business success and self-fulfillment rather than educational background alone.

With respect to years in business, all categories were interpreted as having a high level of satisfaction. Respondents who had been engaged in business for 21 to 25 years obtained the highest mean score ($M = 4.01$, $SD = 0.44$), followed by those with 11 to 15 years of experience ($M = 3.92$, $SD = 0.44$) and 16 to 20 years of experience ($M = 3.88$, $SD = 0.41$). Respondents with 0 to 5 years and 26 years and above of business experience both obtained a mean score of 3.81.

These findings indicate that satisfaction remained consistently high regardless of the length of time respondents had been operating their businesses.

This may indicate that experienced entrepreneurs develop greater confidence, stronger customer relationships, and more stable business operations over time. Research by Ferreira et al. (2021) emphasized that business longevity contributes to higher entrepreneurial satisfaction because of accumulated experience, resilience, and improved coping strategies in managing business challenges.

As to socio-economic status, most income groups reported a high level of satisfaction. Respondents earning ₱15,001.00 to ₱20,000.00 obtained the highest mean score ($M = 3.98$, $SD = 0.46$), followed by those earning ₱26,001.00 to ₱30,000.00 ($M = 3.90$, $SD = 0.76$) and ₱10,001.00 to ₱15,000.00 ($M = 3.88$, $SD = 0.35$). Respondents earning below ₱10,000.00 recorded a mean score of 3.81 ($SD = 0.33$), which was likewise interpreted as high. However, the respondent earning above ₱30,001.00 obtained a mean score of 3.10, interpreted as moderate. Since this category consisted of only one respondent, the result should be interpreted with caution.

Overall, the findings indicate that respondents generally experienced a high level of satisfaction across different income levels.

This supports the study of Stephan et al. (2020), which found that entrepreneurial satisfaction is often linked to autonomy, work-life flexibility, and personal accomplishment rather than financial gain alone.

Overall, the results reveal that respondents consistently demonstrated a high level of satisfaction in the business industry regardless of sex, educational attainment, years in business, and socio-economic status. This suggests that the respondents generally perceive their business experiences as rewarding, meaningful, and beneficial to their personal and economic well-being.

Relationship between the Personality

Temperament and Motivation in the Business Industry

Table 5 below shows the Relationship between the Personality Temperament and Motivation in the Business Industry.

Table 5. Relationship between the Personality Temperament, and Motivation in Business Industry.

Variable	Test Statistics (X^2)	p-value	Decision for H_0	Interpretation
Personality Temperament vs. Motivation	7.994	0.239	Failed to Reject H_0	Not Significant

Table 5 presents the results of the Chi-Square (χ^2) test conducted to determine the relationship between personality temperament and motivation among individuals in the business industry. The analysis yielded a Chi-Square value of 7.994 with a corresponding p-value of 0.239. Since the p-value is greater than the 0.05 level of

significance, the null hypothesis was not rejected. This indicates that there is no statistically significant relationship between personality temperament and motivation among the respondents.

The result suggests that variations in personality temperament do not significantly influence the level of motivation exhibited by individuals in the business industry. Regardless of whether respondents possess different temperament characteristics, their motivation toward work, tasks, and professional responsibilities tends to remain relatively similar. This finding implies that motivation may not be directly determined by inherent personality traits alone, but rather by a combination of personal, organizational, and environmental factors that shape an individual's willingness to perform and achieve goals.

Furthermore, the absence of a significant relationship indicates that employees with varying personality temperaments may still demonstrate comparable levels of motivation when provided with favorable working conditions and opportunities for growth. Factors such as leadership support, recognition and rewards, career advancement opportunities, organizational culture, compensation, and job satisfaction may exert a stronger influence on motivation than personality temperament itself. Therefore, organizations should not rely solely on personality characteristics when developing strategies to enhance employee motivation. Instead, greater emphasis should be placed on creating a supportive and engaging work environment that encourages employees to remain motivated, productive, and committed to achieving organizational objectives.

This result is consistent with the study of Singh and DeNoble (2021), which found that entrepreneurial motivation is not solely determined by personality characteristics, but is also shaped by environmental conditions, economic pressures, and personal aspirations. Similarly, the study of Karimi et al. (2022) revealed that while personality traits may influence business behavior, they do not necessarily predict the level of entrepreneurial motivation among small business owners. These studies support the present findings that individuals with different personality temperaments can still demonstrate comparable levels of motivation in managing their businesses.

Overall, the results indicate that personality temperament does not significantly affect the motivation of respondents in the business industry. This suggests that motivation to engage and persist in business activities may be a common characteristic shared by entrepreneurs regardless of individual temperament differences.

Relationship between the Personality

Temperament and Satisfaction in Business Industry

Table 6 below shows the relationship between the personality temperament and satisfaction in the business industry

Table 6. Relationship between the Personality Temperament and Satisfaction in Business Industry.

Variable	Test Statistics (χ^2)	p-value	Decision for H_0	Interpretation
Personality Temperament vs. Satisfaction	6.132	0.409	Failed to Reject H_0	Not Significant

Table 6 presents the results of the Chi-Square (χ^2) test conducted to determine the relationship between personality temperament and satisfaction among individuals in the business industry. The analysis yielded a Chi-Square value of 6.132 with a corresponding p-value of 0.409. Since the p-value is greater than the 0.05 level of significance, the null hypothesis was not rejected. This indicates that there is no statistically significant relationship between personality temperament and satisfaction among the respondents.

The result suggests that differences in personality temperament do not significantly affect the level of satisfaction experienced by individuals in the business industry. Regardless of their temperament type, respondents generally reported similar levels of satisfaction in their work and professional experiences. This implies that satisfaction is not primarily determined by an individual's inherent personality characteristics but may instead be shaped by factors encountered within the workplace and the nature of their work environment.

Furthermore, the absence of a significant relationship indicates that employees with varying personality temperaments can achieve comparable levels of satisfaction when organizational conditions are favorable. Factors such as fair compensation, supportive leadership, positive workplace relationships, job security, opportunities for professional development, recognition, and a healthy work-life balance may have a greater influence on employee satisfaction than personality temperament alone. Therefore, business organizations should focus on strengthening workplace practices and employee support systems that promote satisfaction across all employees, regardless of their personality differences. By fostering a positive and inclusive work environment, organizations can enhance overall employee well-being, engagement, and commitment to organizational success.

This finding is consistent with the study of Hsu et al. (2021), which revealed that entrepreneurial satisfaction is influenced more by perceived business success, autonomy, and work-life balance than by personality traits. Similarly, the study of Pérez-Fuentes et al. (2020) found that personality variables alone were not strong predictors of satisfaction among entrepreneurs, emphasizing that environmental and economic factors play a more substantial role in shaping business satisfaction. These studies support the present findings that satisfaction in business can be experienced similarly by individuals with different personality temperaments.

Overall, the results indicate that personality temperament does not significantly influence the satisfaction of respondents in the business industry. This suggests that business satisfaction may be a shared outcome among entrepreneurs regardless of differences in personality characteristics, as long as they are able to achieve their personal and economic objectives through their business activities.

Relationship between the Motivation and Satisfaction in the Business Industry

Table 7 below shows the relationship between motivation and satisfaction in the business industry.

Table 7. Relationship between Motivation and Satisfaction in the Business Industry.

Variable	Test Statistics (r_s)	p-value	Decision for H_0	Interpretation
Motivation in Business Industry vs. Satisfaction in Business Industry	0.439	<0.001	Reject H_0	Significant

Table 7 presents the results of the Spearman rank-order correlation analysis examining the relationship between motivation and satisfaction in the business industry. The analysis yielded a correlation coefficient of 0.439 with a p-value of less than 0.001. Since the p-value is lower than the 0.05 level of significance, the null hypothesis was rejected. This indicates that there is a statistically significant relationship between motivation and satisfaction among the respondents.

The result implies a positive moderate correlation between the two variables. This means that as the level of motivation increases, the level of satisfaction among individuals in the business industry also tends to increase. In practical terms, employees who are highly motivated in performing their tasks, achieving organizational goals, and pursuing professional growth are more likely to experience greater satisfaction in their work. Likewise, employees who feel satisfied with their jobs often demonstrate stronger motivation to contribute effectively and perform at a higher level.

This finding further suggests that motivation and satisfaction are closely connected aspects of employee behavior and workplace experience. When organizations provide meaningful work, recognition for accomplishments, opportunities for advancement, supportive leadership, and a positive work environment, employees are more likely to feel motivated and satisfied simultaneously. The moderate strength of the relationship indicates that motivation is an important factor contributing to satisfaction, although other elements such as compensation, job security, work-life balance, organizational culture, and interpersonal relationships also play a role. Therefore, organizations should implement strategies that foster both motivation and satisfaction, as improving one can positively influence the other and ultimately enhance employee productivity, engagement, retention, and overall organizational performance.

This finding is consistent with the study of Islam et al. (2021), which revealed that entrepreneurial motivation significantly influences business satisfaction and overall business engagement. Similarly, the study of Stephan et al. (2020) emphasized that motivated entrepreneurs tend to experience greater satisfaction because they perceive their business activities as meaningful, rewarding, and aligned with their personal goals. These studies support the present findings that motivation and satisfaction are closely connected in the context of business operations.

Overall, the results show that motivation has a significant relationship with satisfaction in the business industry. This suggests that maintaining strong motivation may contribute positively to the respondents' satisfaction and overall business experiences, making motivation an important factor in sustaining entrepreneurial engagement and success.

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter summarizes the main findings of the study, presents conclusions derived from the analyzed data, and provides recommendations based on those conclusions.

Summary of Findings

Based on the results gathered and analyzed in the study, the following findings were summarized:

1. The demographic profile of the respondents revealed that the majority were female vendors, with ($f = 88$, 60.69%) of the total respondents, while male respondents accounted for ($f = 57$ or 39.31%). In terms of educational attainment, most respondents were high school graduates ($f = 55$ or 37.93%), followed by college undergraduates ($f = 37$ or 25.52%) and college graduates ($f = 31$ or 21.38%). Regarding years in business, the largest group had been operating their businesses for 0 to 5 years ($f = 51$ or 35.17%). In terms of socio-economic status, most respondents belonged to the ₱10,001.00 to ₱15,000.00 monthly income bracket ($f = 69$ or 47.59%), while only a few respondents were classified under higher income categories.
2. The personality temperament of respondents in the business industry showed that the choleric temperament was the most dominant personality type, with 61 respondents, followed by sanguine with 34, melancholy with 27, and phlegmatic with 23. Both male and female respondents were mostly classified under the choleric temperament. In terms of educational attainment, high school graduates, college undergraduates, and college graduates recorded the highest number of respondents under the choleric temperament. Likewise, respondents with longer years in business were mostly categorized as choleric, particularly those with 6 to 10 years of business experience. Across socio-economic status categories, the choleric temperament also remained the most dominant.
3. The level of motivation of respondents in the business industry was generally interpreted as high across all profile categories. Male respondents ($M = 3.68$, $SD = 0.36$) and female respondents ($M = 3.67$, $SD = 0.35$) both demonstrated high motivation. In terms of educational attainment, college graduates obtained the highest mean score ($M = 3.81$, $SD = 0.42$), although most educational categories were still interpreted as having high motivation. Respondents with 26 years and above in business recorded the highest level of motivation ($M = 3.85$, $SD = 0.39$). In terms of socio-economic status, respondents earning ₱15,001.00 to ₱20,000.00 registered the highest motivation level ($M = 3.83$, $SD = 0.36$), although all income groups were interpreted as highly motivated.
4. The level of satisfaction of respondents in the business industry was likewise interpreted as high across profile categories. Male respondents ($M = 3.88$, $SD = 0.38$) and female respondents ($M = 3.85$, $SD = 0.38$) both reported high levels of satisfaction, indicating that both sexes experience similar levels of fulfillment and positive business experiences. In terms of educational attainment, high school undergraduate respondents obtained the highest satisfaction level ($M = 3.93$, $SD = 0.28$), although most educational groups were still interpreted as highly satisfied. Respondents with 21 to 25 years in business recorded the highest satisfaction level ($M = 4.01$, $SD = 0.44$). With respect to socio-economic status, respondents earning ₱15,001.00 to ₱20,000.00 obtained the highest satisfaction level ($M = 3.98$, $SD = 0.46$), while most income groups also reflected high satisfaction.

5. There is no significant relationship between personality temperament and motivation in the business industry was used as shown by the computed chi-square value of 7.994 and a p-value of 0.239, which is higher than the 0.05 level of significance. Hence, the null hypothesis was not rejected.
6. No significant relationship was found between personality temperament and satisfaction in the business industry. The chi-square test yielded a computed value of 6.132 with a p-value of 0.409, which is greater than the 0.05 level of significance. Thus, the null hypothesis was not rejected.
7. A significant relationship was found between motivation and satisfaction in the business industry, as reflected in the computed Spearman rank-order correlation coefficient of 0.439 with a p-value of <0.001. Since the p-value is lower than the 0.05 level of significance, the null hypothesis was rejected.

Conclusions

Based on the findings gathered in the study, the following conclusions were drawn:

1. The respondents in the study, who were registered public market vendors in a selected public market in Negros Occidental, were predominantly female, had relatively few years of business experience, belonged to the lower- to middle-income group, and had attained moderate levels of education. These findings suggest that, within the study population, small-scale vending serves as an important source of livelihood and financial support for their households.
2. The respondents generally exhibited personality characteristics associated with confidence, determination, leadership, and goal orientation. These dominant temperament traits may have contributed to their ability to manage the day-to-day demands of operating their businesses.
3. The respondents demonstrated a high level of motivation across different sex, educational attainment, years in business, and socio-economic status categories. Within the study population, motivation appeared to remain consistently high despite differences in respondents' demographic characteristics.
4. The respondents also reported a high level of satisfaction with their business activities, indicating that they generally perceived their entrepreneurial work as personally meaningful and rewarding in addition to providing financial benefits.
5. The findings revealed no significant relationship between personality temperament and motivation among the respondents. This suggests that, for the vendors included in this study, differences in dominant personality temperament were not associated with variations in their level of motivation to manage and sustain their businesses.
6. Likewise, no significant relationship was found between personality temperament and satisfaction among the respondents. This indicates that, within the study population, differences in dominant personality temperament were not associated with differences in the level of satisfaction derived from their business activities.
7. A significant positive relationship was found between motivation and satisfaction among the respondents. This suggests that, among the registered public market vendors included in the study, higher levels of motivation were associated with higher levels of satisfaction in managing their businesses.

Recommendations

In light of the results obtained from the study, the following conclusions were formulated:

1. For market administrators and business owners. Market administrators and business owners may strengthen motivation-enhancing practices by providing regular recognition of vendors' achievements, facilitating skills development activities, and creating opportunities for business growth. Since motivation was found to be positively associated with satisfaction, initiatives that encourage goal setting, recognize business accomplishments, and provide continuous support may contribute to improving vendors' commitment and overall business satisfaction.
2. For the Local Government Unit (LGU) and government agencies. The Local Government Unit, in partnership with agencies such as the Department of Trade and Industry (DTI) and the Department of Labor

and Employment (DOLE), may develop programs that support the motivation and well-being of public market vendors. These may include entrepreneurship training, financial literacy seminars, business mentoring, access to microfinance, livelihood assistance, and market development initiatives that strengthen the sustainability of small enterprises.

3. For human resource practitioners and organizational managers. Organizations may prioritize evidence-based motivational strategies rather than making employment or development decisions based primarily on personality characteristics. Since personality temperament was not significantly related to motivation or satisfaction in this study, managers may focus on improving recognition systems, career development opportunities, supportive supervision, employee participation, and fair workplace practices that foster motivation across employees regardless of personality type.
4. For employee and vendor development. Programs that promote self-development, resilience, communication skills, stress management, and customer relations may be implemented to enhance work engagement and overall satisfaction. Although personality temperament was not found to significantly influence motivation and satisfaction, strengthening personal and interpersonal competencies may help individuals adapt more effectively to workplace challenges and changing business conditions.
5. For organizational policy and workplace improvement. Business organizations and market administrators may continue to strengthen policies that promote fair compensation, equitable treatment, safe working conditions, and supportive supervisory practices. These initiatives may contribute to sustaining employee and vendor motivation, which, based on the findings of the study, is associated with higher levels of satisfaction.
6. For business sustainability. Managers and policymakers may invest in motivation-driven interventions such as recognition programs, continuous learning opportunities, employee engagement activities, and business support services instead of relying on personality-based assumptions when designing management practices. Such evidence-based interventions may contribute to improved productivity, stronger commitment, and long-term organizational and business sustainability.
7. For future researchers. Future studies may expand the scope of this research by including respondents from different industries, geographic locations, and types of enterprises to improve the generalizability of the findings. Researchers may also examine additional variables such as leadership style, organizational culture, emotional intelligence, psychological well-being, work environment, entrepreneurial resilience, and business performance. Employing longitudinal, mixed-methods, or multivariate approaches may provide a more comprehensive understanding of the factors influencing motivation and satisfaction among entrepreneurs and employees.

REFERENCES

Books

1. Acs, Z. J., Szerb, L., & Lloyd, A. (2021). *Global entrepreneurship and development index 2021*. Springer.
2. Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior* (19th ed.). Pearson Education.
3. UNESCO. (2021). *Global education monitoring report 2021*. UNESCO Publishing.
4. World Bank. (2022). *Poverty, income, and economic status report*. World Bank Publications.
5. World Health Organization. (2022). *Gender and health overview*. WHO Publications.

Magazine/Publication/Journal/Researches

1. Al Mamun, A., Fazal, S. A., & Muniady, R. (2020). Entrepreneurial knowledge, skills, and satisfaction among small business owners. *Asia Pacific Journal of Innovation and Entrepreneurship*, 14(2), 219–233. <https://doi.org/10.1108/APJIE-11-2019-0081>
2. Almeida, P., & Santos, J. (2023). Employee temperament and workplace satisfaction in modern organizations. *International Journal of Business and Management Studies*, 15(2), 45–58.
3. Ansari, J. A. N. (2020). Driving employee engagement through five personality traits: An exploratory study. *SAGE Open*. <https://doi.org/10.1177/09726225211007247>

4. Baluku, M. M., Kikooma, J. F., Bantu, E., & Otto, K. (2021). Personality traits and entrepreneurial success: The mediating role of entrepreneurial resilience. *Journal of Small Business and Enterprise Development*, 28(4), 567–586. <https://doi.org/10.1108/JSBED-03-2020-0108>
5. Daneshmandi, F., Hessari, H., Nategh, T., & Bai, A. (2023). Examining the influence of job satisfaction on individual innovation and its components. *arXiv*. <https://arxiv.org/abs/2310.13861>
6. Ferreira, J. J., Fernandes, C. I., & Ratten, V. (2020). Personality traits of entrepreneurs and their effects on business performance. *International Journal of Entrepreneurial Behavior & Research*, 26(4), 789–806. <https://doi.org/10.1108/IJEER-08-2019-0501>
7. Hasan, F. S., Khan, M. O., & Nabi, M. N. U. (2022). Entrepreneurial education and business motivation among small entrepreneurs. *Journal of Entrepreneurship Education*, 25(3), 1–12.
8. Heimerl, P., Haid, M., Benedikt, L., & Scholl-Grissemann, U. (2020). Factors influencing job satisfaction in hospitality industry. *SAGE Open*, 10(4). <https://doi.org/10.1177/2158244020982998>
9. Hidayati, N., Astuti, E. S., & Putri, R. A. (2021). Gender differences in entrepreneurial satisfaction and business performance. *International Journal of Entrepreneurship*, 25(5), 1–11.
10. Holman, D., & Hughes, D. J. (2021). Transactions between Big Five personality traits and job characteristics across 20 years. *Journal of Occupational and Organizational Psychology*, 94(3), 762–788. <https://doi.org/10.1111/joop.12332>
11. Idris, I., Adi, K. R., Soetjipto, B. E., & Supriyanto, A. S. (2020). The mediating role of job satisfaction on compensation, work environment, and employee performance. *Journal of Entrepreneurship and Sustainability Issues*, 8(2), 735–750. [https://doi.org/10.9770/jesi.2020.8.2\(44\)](https://doi.org/10.9770/jesi.2020.8.2(44))
12. Islam, M. A., Khan, M. A., & Baqutayan, S. M. S. (2021). Entrepreneurial motivation and satisfaction among small business owners. *Journal of Entrepreneurship Education*, 24(4), 1–12.
13. Kang, W., Guzman, K. L., & Malvaso, A. (2023). Big Five personality traits in the workplace: Investigating personality differences between employees, supervisors, managers, and entrepreneurs. *Frontiers in Psychology*, 14, 976022. <https://doi.org/10.3389/fpsyg.2023.976022>
14. Karimi, S., Biemans, H. J. A., Lans, T., & Chizari, M. (2022). The role of personality traits and contextual factors in entrepreneurial motivation. *Journal of Small Business and Enterprise Development*, 29(4), 620–638. <https://doi.org/10.1108/JSBED-09-2021-0362>
15. Kerr, S. P., Kerr, W. R., & Xu, T. (2021). Personality traits of entrepreneurs: A review of recent literature. *Foundations and Trends in Entrepreneurship*, 17(3), 115–221. <https://doi.org/10.1561/03000000080>
16. Kuvaas, B., Buch, R., & Dysvik, A. (2020). Individual variable pay for performance, controlling effects, and intrinsic motivation. *Motivation and Emotion*, 44(4), 525–533. <https://doi.org/10.1007/s11031-020-09828-4>
17. Laguador, J. M., & Chavez, N. H. (2021). Work motivation and employee engagement among Filipino workers in business organizations. *Asian Journal of Management Sciences & Education*, 10(3), 22–31.
18. Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction. *Future Business Journal*, 6(21). <https://doi.org/10.1186/s43093-020-00027-8>
19. Makhamreh, H. Z., Alsakarneh, A., Eneizan, B., & Ngah, A. H. (2022). Employee motivation, job satisfaction, customer satisfaction, and firm performance: The moderating role of employee empowerment. *Business: Theory and Practice*, 23(2), 357–364. <https://doi.org/10.3846/btp.2022.15316>
20. Mete, E. S. (2020). The personality traits in the defense industry: The mediating role of organizational citizenship behavior. *SAGE Open*, 10(4). <https://doi.org/10.1177/2158244020982289>
21. Nguyen, H. T., & Pham, T. T. (2021). Entrepreneurial resilience and motivation in small business enterprises. *Asia Pacific Journal of Innovation and Entrepreneurship*, 15(2), 203–217. <https://doi.org/10.1108/APJIE-08-2020-0124>
22. Obschonka, M., & Stuetzer, M. (2020). Integrating psychological approaches to entrepreneurship: The entrepreneurial personality system. *Small Business Economics*, 55(1), 203–231. <https://doi.org/10.1007/s11187-019-00279-9>
23. Ratten, V. (2021). Entrepreneurial motivation and the role of personal values in business sustainability. *Journal of Small Business and Enterprise Development*, 28(7), 1021–1037. <https://doi.org/10.1108/JSBED-01-2021-0035>
24. Rehman, S., Qingren, C., Latif, Y., & Iqbal, P. (2020). The balance between work and life for subjective well-being. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(4), 127. <https://doi.org/10.3390/joitmc6040127>

25. Saks, A. M. (2022). Employee engagement, motivation, and organizational performance in contemporary workplaces. *Human Resource Management Review*, 32(4), 100–112.
26. Sánchez-Sánchez, N. M., & Fernández-Puente, A. C. (2020). Once in the public sector, do differences in job satisfaction by gender disappear? *Hacienda Pública Española/Review of Public Economics*, 234(3), 75–104. <https://doi.org/10.7866/HPE-RPE.20.3.4>
27. Sawang, S., O'Connor, P. J., Kivits, R. A., & Jones, P. (2020). Business owner-managers' job autonomy and job satisfaction: Up, down or no change? *Frontiers in Psychology*, 11, 1506. <https://doi.org/10.3389/fpsyg.2020.01506>
28. Shahreki, J., Ganesan, J., & Nguyen, T. T. (2020). Personality traits and individual performance: Test of the mediating role of motivation among top management. *International Journal of Business Governance and Ethics*, 14(3), 225–249. <https://doi.org/10.1504/IJBGE.2020.108087>
29. Sharifudin, M. Y., & Murti, A. R. (2023). The influence of motivation, incentives, and work environment on job satisfaction of employees. *Journal of Management and Energy Business*, 3(1). <https://doi.org/10.54595/jmeb.v3i1.59>
30. Sharma, S., & Gupta, R. (2020). Job satisfaction: Difference in levels among selected industries. *International Journal of Recent Technology and Engineering*, 8(6), 2277–3878. <https://doi.org/10.35940/ijrte.F7994.038620>
31. Singh, G., & DeNoble, A. (2021). Entrepreneurial motivation and personality: Examining the role of external and internal drivers. *International Journal of Entrepreneurial Behavior & Research*, 27(6), 1458–1475. <https://doi.org/10.1108/IJEBr-01-2021-0043>
32. Soewarto, F. X., & Subyantoro, A. (2020). An analysis on the effect of employee satisfaction in business organizations. *Archives of Business Research*, 8(7), 196–209. <https://doi.org/10.14738/abr.87.8629>
33. Stephan, U., Rauch, A., & Hatak, I. (2020). Happy entrepreneurs? Entrepreneurs' well-being and firm performance. *Small Business Economics*, 54(3), 747–768. <https://doi.org/10.1007/s11187-019-00268-y>
34. Wardana, L. W., Narmaditya, B. S., Wibowo, A., & Mahendra, A. M. (2021). The impact of gender and entrepreneurial mindset on entrepreneurial motivation. *Entrepreneurship and Sustainability Issues*, 8(4), 563–577. [https://doi.org/10.9770/jesi.2021.8.4\(34\)](https://doi.org/10.9770/jesi.2021.8.4(34))
35. Yang, H., & Chen, P. (2023). Role of job mobility frequency in job satisfaction changes. *Humanities and Social Sciences Communications*, 10(156). <https://doi.org/10.1057/s41599-023-01657-3>

Online Resources

1. Cherry, K. (2023). The four temperaments of personality. Verywell Mind. <https://www.verywellmind.com>
2. Department of Labor and Employment. (2021). Philippine labor and employment situation report. DOLE Publishing.
3. Global Entrepreneurship Monitor. (2021). Global entrepreneurship monitor 2020/2021 global report. <https://www.gemconsortium.org>
4. International Labour Organization. (2021). Small businesses and entrepreneurship recovery report. <https://www.ilo.org>
5. Verywell Mind. (2022). Overview of personality temperaments and behavioral traits. <https://www.verywellmind.com>
6. World Bank. (2022). Small and medium enterprises finance: Improving growth opportunities. <https://www.worldbank.org>

APPENDICES

Appendix C

Survey Questionnaire

PERSONALITY TEMPERAMENT, LEVEL OF MOTIVATION AND SATISFACTION IN THE BUSINESS INDUSTRY

Dear Respondents:

Greetings of Peace!

The researcher is currently conducting a study entitled: “PERSONALITY TEMPERAMENT, LEVEL OF MOTIVATION AND SATISFACTION IN THE BUSINESS INDUSTRY”, leading to the degree of Master of Business Administration at La Carlota City College, La Carlota City. In this connection, the researcher is asking for your cooperation by answering this questionnaire honestly. Your active participation is highly beneficial to the total success of this study. Thank you.

Sincerely Yours,

ANGELICA GARIN NOVILLA

Part I. Profile of Respondents

Name (Optional): _____ Age: _____

Sex: ☐ Male ☐ Female Educational Attainment: ☐ Elementary Undergraduate ☐ Elementary Graduate ☐ High School Undergraduate ☐ High School Graduate ☐ Senior High School Undergraduate ☐ Senior High School Graduate ☐ College Undergraduate ☐ College Graduate	Years in Business: ☐ 0 – 5 years ☐ 6 – 10 years ☐ 11 – 15 years ☐ 16 – 20 years ☐ 21 – 25 years ☐ 26 years above Economic Status (Net Income): ☐ Php 10,000.00 below ☐ Php 10,001.00 – Php 15,000.00 ☐ Php 15,001.00 – Php 20,000.00 ☐ Php 20,001.00 – Php 25,000.00 ☐ Php 25,001.00 – Php 30,000.00 ☐ Php 30,001.00 above
--	--

Part II. Personality Temperament Questionnaire

INSTRUCTIONS: There are Four Sections below. In each section, you will find a series of descriptive words. Your job is to read each word and put a number next to it according to how well it describes the REAL you.

Scale Verbal Interpretation

5 That is DEFINITELY ME

4 That is MOSTLY ME

3 That is USUALLY ME

2 That is USUALLY NOT ME

1 That is DEFINITELY NOT ME

Sanguine Temperament (section 01)	Choleric Temperament (section 02)	Melancholic Temperament (section 03)	Phlegmatic Temperament (section 04)
☐ emotional ☐ egotistical ☐ interrupts others ☐ compassionate ☐ impulsive ☐ disorganized ☐ impractical ☐ funny ☐ forgetful ☐ easily discouraged ☐ very positive ☐ easily angered ☐ undisciplined ☐ extrovert ☐ refreshing ☐ lively/spirited ☐ weak-willed ☐ spontaneous ☐ talkative ☐ delightful/cheerful ☐ enjoyable ☐ popular ☐ friendly/sociable ☐ "bouncy" ☐ restless ☐ difficulty concentrating ☐ likes to play ☐ difficulty keeping resolutions ☐ lives in present ☐ difficulty with appointments	☐ optimistic ☐ determined ☐ bossy ☐ goal-oriented ☐ decisive ☐ frank ☐ self-confident ☐ sarcastic ☐ workaholic ☐ self-sufficient ☐ practical ☐ headstrong ☐ activist ☐ outgoing ☐ domineering ☐ adventurous ☐ aggressive ☐ competitive ☐ leadership ability ☐ daring ☐ persevering ☐ bold ☐ strong-willed ☐ persuasive ☐ hot-tempered ☐ resourceful ☐ insensitive ☐ outspoken ☐ unsympathetic ☐ productive	☐ deep feeling ☐ critical ☐ insecure ☐ sensitive ☐ indecisive ☐ hard to please ☐ self-centered ☐ pessimistic ☐ depressed easily ☐ easily offended ☐ idealistic ☐ loner ☐ self-sacrificing ☐ introvert ☐ faithful friend ☐ analytical ☐ considerate ☐ likes behind the scenes ☐ suspicious ☐ respectful ☐ introspective ☐ planner ☐ perfectionist ☐ scheduled ☐ unforgiving/resents ☐ orderly ☐ creative ☐ detailed ☐ moody ☐ gifted (musically or athletically)	☐ very quiet ☐ selfish ☐ unenthusiastic ☐ negative ☐ regular daily habits ☐ hesitant ☐ shy ☐ stingy ☐ aimless ☐ not aggressive ☐ stubborn ☐ worrier ☐ spectator of life ☐ works well under pressure ☐ indecisive ☐ adaptable ☐ slow and lazy ☐ submissive to others ☐ easy going ☐ reserved ☐ calm and cool ☐ content/satisfied ☐ efficient ☐ patient ☐ dependable ☐ listener ☐ witty/dry humor ☐ pleasant ☐ teases others ☐ consistent

Part III. Motivation Questionnaire

MOTIVATION SURVEY					
Please Circle The One Number For Each Question That Comes Closest To Reflecting Your Opinion About It.					
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Rewards and Recognition					
1. Performance-based incentives are being provided.	5	4	3	2	1
2. I receive recognition from my immediate superior.	5	4	3	2	1
3. I feel my performance is fairly evaluated.	5	4	3	2	1
4. My work is being valued and appreciated.	5	4	3	2	1
5. Rewards and acknowledgment are given whenever I perform well.	5	4	3	2	1
Work-Life Balance					
6. I do not think or worry about work (when you are not actually at work or traveling to work).	5	4	3	2	1

7. I am able to attend family gathering and functions even after work.	5	4	3	2	1
8. I do not feel tired or depressed because of work.	5	4	3	2	1
9. My job does not require me to work for overtime hours to complete my routine or tasks.	5	4	3	2	1
10. Our organization's recognition program/scheme has a high impact on the morale of the employees.	5	4	3	2	1
Work Environment					
11. The health and safety of workers is a top priority.	5	4	3	2	1
12. My development is encouraged at work.	5	4	3	2	1
13. Employees are treated with respect.	5	4	3	2	1
14. Employee's suggestions and grievances are acknowledged.	5	4	3	2	1
15. I am inspired by my team to do my best at work.	5	4	3	2	1

Part IV. Satisfaction Questionnaire

SATISFACTION SURVEY					
Please Circle The One Number For Each Question That Comes Closest To Reflecting Your Opinion About It.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1. The company clearly conveys its mission to the employees.	1	2	3	4	5
2. I understand how my job aligns with company's mission.	1	2	3	4	5
3. I feel like I am part of the company.	1	2	3	4	5
4. There is a good communication between the management and its employees.	1	2	3	4	5
5. My job gives me opportunity to learn.	1	2	3	4	5
6. I have the tools and resources for me to do my job.	1	2	3	4	5
7. Training is being provided for me to do my job.	1	2	3	4	5
8. I receive the right amount of recognition for my job.	1	2	3	4	5
9. I expected amount of work from me is reasonable.	1	2	3	4	5
10. It is easy to get along with my colleagues.	1	2	3	4	5

Appendix D

Normality Test Result

Explore

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Personal Temperament	.262	145	<.001	.856	145	<.001
Motivation in Business Industry	.099	145	.001	.961	145	<.001
Satisfaction in Business Industry	.078	145	.030	.988	145	.269

a. Lilliefors Significance Correction

Appendix E

Results of Statistical Data Analysis

SOP 1

Frequency Table

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	57	39.31	39.31	39.31
	Female	88	60.69	60.69	100.00
	Total	145	100.00	100.00	

Educational Attainment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Elementary Graduate	1	.69	.69	.69
	High School Undergraduate	8	5.52	5.52	6.21
	High School Graduate	55	37.93	37.93	44.14
	Senior High School Undergraduate	4	2.76	2.76	46.90
	Senior High School Graduate	9	6.21	6.21	53.10
	College Undergraduate	37	25.52	25.52	78.62
	College Graduate	31	21.38	21.38	100.00
	Total	145	100.00	100.00	

Years in Business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 to 5 yrs	51	35.17	35.17	35.17
	6 to 10 yrs	35	24.14	24.14	59.31
	11 to 15 yrs	28	19.31	19.31	78.62
	16 to 20 yrs	12	8.28	8.28	86.90
	21 to 25 yrs	9	6.21	6.21	93.10
	26 yrs above	10	6.90	6.90	100.00
	Total	145	100.00	100.00	

Economic Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below ₱10,000.00	49	33.79	33.79	33.79
	₱10,001.00 - ₱15,000.00	69	47.59	47.59	81.38
	₱15,001.00 - ₱20,000.00	20	13.79	13.79	95.17
	₱21,001.00 - ₱25,000.00	3	2.07	2.07	97.24
	₱26,001.00 - ₱30,000.00	3	2.07	2.07	99.31
	Above ₱30,001.00	1	.69	.69	100.00
	Total	145	100.00	100.00	

SOP 2

Sex * Personal Temperament Crosstabulation

Count

		Personal Temperament				Total
		Sanguine	Choleric	Melancholy	Phlegmatic	
Sex	Male	11	29	7	10	57
	Female	23	32	20	13	88
Total		34	61	27	23	145

Educational Attainment * Personal Temperament Crosstabulation

Count

		Personal Temperament				Total
		Sanguine	Choleric	Melancholy	Phlegmatic	
Educational Attainment	Elementary Graduate	0	1	0	0	
	High School Undergraduate	2	3	1	2	
	High School Graduate	13	21	13	8	
	Senior High School Undergraduate	1	2	1	0	
	Senior High School Graduate	3	3	1	2	
	College Undergraduate	9	15	5	8	
	College Graduate	6	16	6	3	
Total		34	61	27	23	

Educational Attainment * Personal Temperament Crosstabulation

Count

		Total
Educational Attainment	Elementary Graduate	1
	High School Undergraduate	8
	High School Graduate	55
	Senior High School Undergraduate	4
	Senior High School Graduate	9
	College Undergraduate	37
	College Graduate	31
Total		145

Years in Business * Personal Temperament Crosstabulation

Count

		Personal Temperament				Total
		Sanguine	Choleric	Melancholy	Phlegmatic	
Years in Business	0 to 5 yrs	19	13	10	9	51
	6 to 10 yrs	4	22	6	3	35
	11 to 15 yrs	7	10	6	5	28
	16 to 20 yrs	0	9	1	2	12
	21 to 25 yrs	2	1	3	3	9
	26 yrs above	2	6	1	1	10
Total		34	61	27	23	145

Economic Status * Personal Temperament Crosstabulation

Count

		Personal Temperament				Total
		Sanguine	Choleric	Melancholy	Phlegmatic	
Economic Status	Below ₱10,000.00	19	14	9	7	49
	₱10,001.00 - ₱15,000.00	8	33	15	13	69
	₱15,001.00 - ₱20,000.00	6	9	3	2	20
	₱21,001.00 - ₱25,000.00	0	2	0	1	3
	₱26,001.00 - ₱30,000.00	1	2	0	0	3
	Above ₱30,001.00	0	1	0	0	1
Total		34	61	27	23	145

SOP 3

Descriptive Statistics

	N	Mean	Std. Deviation
Motivation in Business Industry	145	3.67	.35
Valid N (listwise)	145		

Means

Motivation in Business Industry * Sex

Motivation in Business Industry

Sex	N	Mean	Std. Deviation
Male	57	3.68	.36
Female	88	3.67	.35
Total	145	3.67	.35

Motivation in Business Industry * Educational Attainment

Motivation in Business Industry

Educational Attainment	N	Mean	Std. Deviation
Elementary Graduate	1	3.13	.
High School Undergraduate	8	3.76	.33
High School Graduate	55	3.66	.33
Senior High School Undergraduate	4	3.32	.34
Senior High School Graduate	9	3.64	.32
College Undergraduate	37	3.63	.31
College Graduate	31	3.81	.42
Total	145	3.67	.35

Motivation in Business Industry * Years in Business

Motivation in Business Industry

Years in Business	N	Mean	Std. Deviation
0 to 5 yrs	51	3.67	.39
6 to 10 yrs	35	3.56	.24
11 to 15 yrs	28	3.77	.42
16 to 20 yrs	12	3.56	.21
21 to 25 yrs	9	3.78	.29
26 yrs above	10	3.85	.39
Total	145	3.67	.35

Motivation in Business Industry * Economic Status

Motivation in Business Industry

Economic Status	N	Mean	Std. Deviation
Below ₱10,000.00	49	3.62	.35
₱10,001.00 - ₱15,000.00	69	3.65	.34
₱15,001.00 - ₱20,000.00	20	3.83	.36
₱21,001.00 - ₱25,000.00	3	3.78	.56
₱26,001.00 - ₱30,000.00	3	3.82	.52
Above ₱30,001.00	1	3.60	.
Total	145	3.67	.35

SOP 4

Descriptive Statistics

	N	Mean	Std. Deviation
Satisfaction in Business Industry	145	3.86	.38
Valid N (listwise)	145		

Means

Satisfaction in Business Industry * Sex

Satisfaction in Business Industry

Sex	N	Mean	Std. Deviation
Male	57	3.88	.38
Female	88	3.85	.38
Total	145	3.86	.38

Satisfaction in Business Industry * Educational Attainment

Satisfaction in Business Industry

Educational Attainment	N	Mean	Std. Deviation
Elementary Graduate	1	3.40	.
High School Undergraduate	8	3.93	.28
High School Graduate	55	3.92	.32
Senior High School Undergraduate	4	3.63	.26
Senior High School Graduate	9	3.88	.32
College Undergraduate	37	3.82	.43
College Graduate	31	3.82	.45
Total	145	3.86	.38

Satisfaction in Business Industry * Years in Business

Satisfaction in Business Industry

Years in Business	N	Mean	Std. Deviation
0 to 5 yrs	51	3.81	.34
6 to 10 yrs	35	3.85	.35
11 to 15 yrs	28	3.92	.44
16 to 20 yrs	12	3.88	.41
21 to 25 yrs	9	4.01	.44
26 yrs above	10	3.81	.43
Total	145	3.86	.38

Satisfaction in Business Industry * Economic Status

Satisfaction in Business Industry

Economic Status	N	Mean	Std. Deviation
Below ₱10,000.00	49	3.81	.33
₱10,001.00 - ₱15,000.00	69	3.88	.35
₱15,001.00 - ₱20,000.00	20	3.98	.46
₱21,001.00 - ₱25,000.00	3	3.73	.60
₱26,001.00 - ₱30,000.00	3	3.90	.75
Above ₱30,001.00	1	3.10	.
Total	145	3.86	.38

SOP 5

Personal Temperament * Level of Motivation in Business Industry Crosstabulation

Count

		Level of Motivation in Business Industry			Total
		Very High	High	Moderate	
Personal Temperament	Sanguine	1	28	5	34
	Choleric	6	37	18	61
	Melancholy	1	20	6	27
	Phlegmatic	1	13	9	23
Total		9	98	38	145

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	7.994 ^a	6	.239
Likelihood Ratio	8.095	6	.231
Linear-by-Linear Association	2.076	1	.150
N of Valid Cases	145		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.43.

SOP 6

Personal Temperament * Level of Satisfaction in Business Industry Crosstabulation

Count

		Level of Satisfaction in Business Industry			Total
		Very High	High	Moderate	
Personal Temperament	Sanguine	3	29	2	34
	Choleric	9	40	12	61
	Melancholy	5	19	3	27
	Phlegmatic	3	15	5	23
Total		20	103	22	145

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	6.132 ^a	6	.409
Likelihood Ratio	6.604	6	.359
Linear-by-Linear Association	.146	1	.702
N of Valid Cases	145		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 3.17.

SOP 7

Correlations

			Level of Motivation in Business Industry	Level of Satisfaction in Business Industry
Spearman's rho	Level of Motivation in Business Industry	Correlation Coefficient	1.000	.439**
		Sig. (2-tailed)	.	<.001
		N	145	145
	Level of Satisfaction in Business Industry	Correlation Coefficient	.439**	1.000
		Sig. (2-tailed)	<.001	.
		N	145	145

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