

Exploring the Financial Management Practices of Micro Salon Business Owners in Escalante City

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ABSTRACT

This study aimed to explore the financial management practices of micro salon business owners in Escalante City. Specifically, it examined how salon owners manage cash flow, maintain financial records, utilize borrowing, repay financial obligations, and sustain their businesses through sound financial management practices. The study employed a qualitative case study research design. Purposive sampling was used to select qualified micro salon business owners who met the established inclusion criteria as participants. Data were gathered through semi-structured interviews and analyzed using Creswell's seven-step qualitative data analysis procedure. To ensure the rigor and trustworthiness of the findings, the study observed the criteria of credibility, dependability, confirmability, and transferability. The findings generated five major themes: Cash Flow Management and Income Utilization Practices; Record-Keeping and Financial Documentation Practices; Borrowing Behavior and Financial Dependency Management; Loan Repayment Strategies and Financial Discipline; and Financial Sustainability and Support Mechanisms. The results revealed that participants managed their finances by prioritizing operational and household expenses, practicing simple record-keeping, using loans to address cash flow shortages, allocating income for timely loan repayment, and maintaining financial sustainability through financial discipline and the separation of personal and business finances. The study concluded that effective financial management practices contribute to the sustainability and continuity of micro salon businesses despite challenges related to limited capital, inconsistent record-keeping, and reliance on borrowing. It is recommended that financial literacy programs, improved bookkeeping practices, responsible financial planning, and greater access to government and institutional support be strengthened to enhance the long-term sustainability of micro salon businesses.

Keywords: Financial Management Practices; Micro Salon Business Owners; Cash Flow Management; Record-Keeping; Borrowing Behavior; Financial Sustainability; Qualitative Case Study.

INTRODUCTION

Micro businesses play an important role in the local economy because they create jobs, provide income for families, and support their everyday economic activities in the community. Even though micro businesses do all these things, many of the people who own them still have a lot of money problems. It is difficult for them to manage cash flow, keep proper records, handle loans, repay debts, and maintain long-term financial stability. Because of this, practicing effective financial management is very crucial for sustaining business operations and achieving growth (Baker, 2021). Previous studies have already highlighted how important financial management is for micro and small enterprises. Best practices such as proper cash handling, consistent record-keeping, budgeting, and careful borrowing decisions can help businesses remain stable and sustainable. However, not all business owners are able to apply these practices. Many still rely on informal ways of managing their finances due to limited financial knowledge, lack of resources, and restricted access to formal financial services (Sangwan et al., 2020).

Although there are several studies about financial management in micro and small businesses, only a few have focused specifically on micro salon business owners in Escalante City. This makes the present study important,

since micro salon businesses are becoming more common in the area, yet there is still limited information about how they actually manage their finances in real-life situations. Existing studies often concentrate on broader business sectors and may not adequately capture the financial experiences and challenges encountered by salon owners operating in a local context. This gap highlights the need to explore how micro salon business owners manage their finances, utilize loans, repay financial obligations, and sustain their businesses (Alam et al., 2023). Micro salon business owners in Escalante City operate in a local environment with unique financial challenges and opportunities. As small service-based enterprises, they often manage limited financial resources while balancing business expenses, household needs, and loan obligations. Understanding their financial management practices provides insights into how they sustain operations despite financial constraints. In Escalante City, micro salon businesses form a significant part of local informal service enterprises. Yet, they operate in a setting where financial practices are largely undocumented and influenced by limited access to formal financial support systems, making them an important group for in-depth qualitative exploration. Therefore, this study was conducted to explore the financial management practices of micro salon business owners in Escalante City. The findings may provide insights into their financial experiences and serve as a basis for developing programs and interventions that can support the financial sustainability of micro businesses.

Objective of the Study

This study aimed to explore the financial management practices of micro salon business owners in Escalante City.

Specifically, this study aimed to:

1. Describe the experiences and practices of micro salon business owners in managing cash flow and utilizing business income.
2. Explore how micro salon business owners maintain records and document their financial transactions.
3. Explore the experiences of micro salon business owners regarding borrowing, sources of credit, and management of financial dependency.
4. Describe the strategies and practices used by micro salon business owners in repaying loans and maintaining financial discipline.
5. Explore the experiences, strategies, and sources of support that help micro salon business owners sustain their financial operations.

Scope and Limitations of the Study

This study focused on the financial management practices of selected micro salon business owners in Barangay Balintawak, Escalante City, Negros Occidental, Philippines. Specifically, it explored their cash flow management and income utilization practices, record-keeping and financial documentation practices, borrowing behavior and financial dependency management, loan repayment strategies and financial discipline, and financial sustainability and improvement practices.

The study was conducted during the Second Semester of School Year 2025–2026. Data were gathered through semi-structured interviews with salon business owners who met the established inclusion criteria, namely: (1) ownership and operation of a salon business for at least one year and six months, (2) active involvement in financial decision-making within the business, and (3) experience in borrowing from a lending institution or other financing source for business-related purposes. The study was limited to micro salon business owners located in Barangay Balintawak, Escalante City, Negros Occidental. It excluded owners of other types of micro enterprises, such as retail stores, food businesses, and other service enterprises, as well as medium- and large-scale salon establishments and businesses operating outside the identified area.

Furthermore, only two (2) participants met the established inclusion criteria and voluntarily agreed to participate in the study. As a result, the findings represent only the experiences, perceptions, and financial management practices of these participants. The results are context-specific and are not intended to be generalized to all micro salon business owners in Escalante City or other locations.

Significance of the Study

The study is significant to the following:

Micro Business Owners. The findings may help microbusiness owners improve their financial management practices, particularly in budgeting, cash flow management, and expense control, which may support business sustainability.

Aspiring Entrepreneurs. This study may guide individuals planning to start a business by providing insights into real financial practices and challenges of microbusiness operations.

Financial Advisors and Consultants. The study may provide insights into the financial behaviors of microbusiness owners, which can help in offering more appropriate financial guidance and support.

Future Researchers. This study may serve as a reference for future research on financial management and microenterprise sustainability.

Definition of Terms

To ensure clarity and consistency in the interpretation of key concepts used in this study, the following terms are defined conceptually and operationally:

Financial Management Practices

Financial management practices refer to the activities involved in planning, organizing, controlling, and monitoring financial resources to achieve business objectives (Zada et al., 2020).

Refers to the participants' practices in managing cash flow, recording financial transactions, borrowing funds, repaying loans, saving money, and sustaining their salon businesses.

Micro Business

Micro business is a small-scale enterprise characterized by limited capital, assets, and number of employees (Taleb et al., 2024).

Micro business refers to salon businesses operating in Escalante City that meet the characteristics of a microenterprise and are managed directly by the owners.

Borrowing Behavior

Borrowing behavior refers to the manner in which individuals obtain and utilize borrowed funds to meet financial needs (Naser & Matemilola, 2024).

Refers to the participants' experiences in acquiring loans from lending institutions, relatives, friends, and other lending sources to support business and household needs.

Loan Repayment Practices

Loan repayment practices refer to the methods and strategies used to settle borrowed obligations in accordance with agreed terms (Sangwan et al., 2020).

Refers to the participants' approaches in allocating income, using savings, and adjusting financial priorities to repay loans.

Financial Sustainability

Financial sustainability refers to the ability of a business to maintain financial stability and continue operations over time (Gumede & Takawira, 2025).

Refers to the participants' efforts to sustain salon operations through savings, profit monitoring, inventory management, financial discipline, and continuous learning.

Record-Keeping Practices

Record-keeping practices refer to the systematic recording, organizing, and maintenance of financial transactions and business information for monitoring and decision-making purposes (Khadim & Choudhury, 2024).

Refers to how salon owners keep track of their income, expenses, loans, savings, and other money matters. This helps them manage their finances and make business decisions.

METHODOLOGY

This chapter presented the methodology used in this case study. It includes the research design, research locale, participants of the study, data collection procedures, trustworthiness of the data, data explication, data analysis, and ethical considerations.

Research Design

This study employed a qualitative research design using a case study approach to explore the financial management practices of micro salon business owners in Escalante City. A qualitative design was considered appropriate because the study sought to understand the participants' experiences, perceptions, practices, and challenges in managing their business finances. It enabled the researchers to obtain detailed and meaningful information directly from the participants based on their actual experiences (Braun & Clarke, 2021). It helps us understand things by looking at what people think and feel. The case study approach looks closely at a group or setting in life (Rose & Johnson, 2020). This design helps us to investigate the current issues thoroughly using sources like interviews and documents.

The case study approach was right for this study because it lets us explore how small business owners handle their money in their business settings. It helps collect information on budgeting, cash flow, and borrowing money. Through this, the study finds themes and strategies that affect decisions and business sustainability. The case study approach also helps to identify financial management practices. These practices include recording income, expenses, loans, savings, and other financial transactions. They support tracking and business decision-making in salon operations. Small salon owners use this approach to manage their resources within their business environments. They use it to make decisions and ensure business sustainability. Financial management practices are essential for salon owners to track their finances and make decisions. It allows them to identify areas for improvement and improve their financial management practices. This, in turn, helps them to achieve their business goals. Salon owners use financial management practices to record their income, expenses, loans, savings, and other financial transactions. This helps them track their finances and make business decisions.

Research Locale

This study was conducted in Barangay Balintawak, Escalante City, Negros Occidental, Philippines. It focused on selected micro salon business owners, examining their financial management practices within the context of the local business environment, economic conditions, and market realities.

Participants of the Study

The study involved two micro salon business owners from Barangay Balintawak, Escalante City, Negros Occidental. The participants were selected using criterion-based purposive sampling, as the study required individuals with specific qualifications: financial management and business borrowing. The inclusion criteria

required that participants: (1) own and operate a salon business for at least one year and six months; (2) serve as the primary financial decision-maker of the business; and (3) have experience obtaining loans from lending institutions or other financing sources for business-related purposes.

Based on these criteria, Participant 1 (P1) and Participant 2 (P2) were identified as the only available and willing participants within the identified locale who fully met the requirements. Both participants had sustained salon operations beyond the required duration and independently managed their business finances. They had firsthand experience in borrowing and loan repayment for business purposes. These characteristics ensured they possessed rich and relevant information. The inclusion of only two participants is appropriate for a qualitative case study design, which emphasizes in-depth exploration of experiences rather than a large sample size. Data collection focused on obtaining detailed, information-rich descriptions of the participants' financial management experiences and practices within the bounded case.

Inclusion Criteria

The participants in this study met specific inclusion criteria to ensure the relevance and consistency of the data collected. Eligible participants were owners and primary decision-makers of micro salon businesses located in Barangay Balintawak, Escalante City, for at least one (1) year and at least six (6) months of experience managing their enterprise. They had active or prior experience obtaining loans or credit from formal lending or financial institutions, such as banks, cooperatives, or microfinance institutions, for business-related purposes. In addition, participants were directly involved in financial management activities. Finally, participants were willing and able to articulate their experiences during the interview process and provided informed consent, voluntarily agreeing to participate in the study. Due to the specific nature of the inclusion criteria, only two (2) micro salon business owners met all requirements and agreed to participate in the study.

Exclusion Criteria

Individuals were excluded from the study if they did not meet the established inclusion criteria. This included business owners with no experience obtaining loans or credit from lending or financial institutions, salon businesses that had been operating for less than one (1) year and six (6) months, and owners of enterprises outside the salon industry. Individuals who were not directly involved in financial decision-making within the business, as well as those who were unwilling or unable to provide informed consent, were also excluded from the study.

Gatekeeper

The City Investment Trade and Promotion Economic Enterprise Management Office (CITPEEMO) particularly the office responsible for managing the public market in Escalante City, served as the gatekeeper of the study. As the office that directly coordinates with and maintains records of business owners operating within the market area, CITPEEMO assisted the researcher in identifying micro salon business owners who met the established participant-selection criteria.

Sampling technique

Purposive sampling, a non-probability sampling technique, was used to select participants who had relevant experience managing micro salon businesses (Gunawan & Cahayani, 2025).

Data Gathering Procedure

The data gathering process in this study followed a systematic, organized procedure to ensure the accuracy and credibility of the data. First, the researcher obtained permission from the appropriate authorities and informed the selected participants of the purpose and nature of the study. After obtaining approval, the researcher identified and selected qualified participants using purposive sampling based on the established inclusion criteria. Second, the researcher conducted an orientation for the participants to explain the study, ethical considerations, and their rights as participants. The researcher got permission from the participants before collecting data.

Third, the researcher gathered data through interviews with the participants. Each participant was interviewed one-on-one for 45 to 60 minutes. The interviews were done at a time and place that were convenient for the participants. The researcher had permission to record the interviews so the data would be accurate. The researcher also took notes during the interviews to remember things and the context. Fourth, the recorded interviews were written down word for word. The researcher. Organized the transcripts to get them ready for analysis. Finally, the data was stored safely and kept private. The researcher ensured that all information was only used for research purposes.

Research Instrument

The study used a structured interview guide that the researcher made. The guide had open-ended questions to find out about the financial management practices of micro business owners. The questions were about budgeting, cash flow management, record-keeping, borrowing, loan repayment, and financial sustainability. The semi-structured format allowed the researcher to ask questions and also ask questions based on the participants' answers.

This way, the researcher could get relevant data from the participants' experiences. To make sure the instrument was valid, the interview guide was reviewed during data collection. The interview guide was validated by three experts in business research and qualitative methodology. They looked at the questions to ensure they were clear, relevant, and aligned with the study's objectives. The researcher incorporated their comments and suggestions to revise the version of the interview guide before data collection. This validation process helped ensure that the instrument was good and would get meaningful data about the financial management practices of micro salon business owners. The interview guides also had questions about savings practices, reinvestment strategies, and support mechanisms that helped the salon businesses keep running.

Trustworthiness of the Data

The researcher ensured that the study was done in a way that was accurate (Ul & Kakar, 2023).

Trustworthiness refers to the extent to which the data, research process, and findings can be considered credible and dependable. It ensures that the study is conducted transparently, systematically, and ethically. According to Rodenas and Menes (2026), trustworthiness in qualitative research is established through four key criteria: credibility, transferability, dependability, and confirmability. These criteria collectively strengthen the reliability, validity, and integrity of the research findings.

During the research design phase, the researcher made sure that the methods used were aligned with the study's objectives and allowed for data collection from micro-business owners about their financial management practices.

Credibility. Credibility is about how we can trust the findings and whether they really show what the participants experienced (Lu et al., 2023).

In this study, credibility was ensured through member checking and expert validation of the research instrument. The interview guide was validated by three experts before data collection to make sure the questions were appropriate and aligned with the study's objectives. After the interviews, the researcher went back to the participants. Showed them summaries of their answers. The participants could confirm if the recorded information was accurate. This process helped ensure that the findings were consistent with the participants' actual views and experiences.

Transferability. Transferability is about how the findings can be applied to other contexts or situations (Stalmeijer et al., 2024).

In this study, the researcher used description by providing detailed accounts of the research setting, the participants, and the financial management practices of micro salon business owners in Escalante City. Clear criteria were established to ensure that only qualified micro-business owners participated. By providing detailed

descriptions, other researchers and readers can see if the findings can be applied to similar small business settings.

Dependability. Dependability is about how stable and consistent the researches over time (Adolf, 2025).

To ensure dependability, the study used the code–recode strategy and audit trail strategy. The researcher coded the interview transcripts, then re-coded them after some time to check for consistency. An audit trail was maintained by documenting all research procedures, including data collection, transcription, coding, and analysis. These strategies ensured that the research process was systematic, transparent and consistent.

Confirmability. Confirmability is about how the findings are based on the participants' answers rather than the researcher's biases (Gunbayi, 2024).

In this study, confirmability was ensured through the use of an audit trail strategy and reflexive journaling. The audit trail involved keeping records of the research process. Reflexive journaling was used, where the researcher recorded reflections, assumptions, and potential biases throughout the study. These strategies ensured that the findings were grounded in the participants' experiences and supported by the data.

Data explication

The process of data explication involved systematically organizing, examining, and interpreting the qualitative data gathered from the participants to identify meaningful patterns, categories, and themes related to the financial management practices of micro salon business owners in Escalante City. This process enabled the researchers to gain a deeper understanding of how participants managed their finances, addressed financial challenges, and sustained their businesses. Consistent with Creswell (2018), a systematic seven-step approach to qualitative data analysis was employed to ensure that the findings were credible, organized, and reflective of the participants' experiences. The data explication process allowed the researchers to transform raw interview data into meaningful themes that answered the research questions.

To ensure a systematic and rigorous analysis, Creswell's (2018) seven-step qualitative data analysis approach was followed.

In the first step, all interviews were transcribed verbatim and reviewed carefully. The researchers repeatedly examined each transcript to ensure that every response accurately reflected the participants' experiences regarding financial management practices. This step helped preserve the authenticity of the participants' narratives and prepared the data for further analysis.

The second step involved organizing and preparing the data for analysis. The researchers arranged all interview transcripts systematically and assigned participant codes to maintain confidentiality. The transcripts were organized according to the participants' responses, making the data easier to retrieve, compare, and analyze throughout the study.

In the third step, the researchers read through the entire dataset several times to become familiar with the participants' experiences. During this stage, important ideas, recurring statements, and initial impressions related to budgeting, cash flow management, record-keeping, borrowing practices, loan repayment, and financial sustainability were identified and documented.

The fourth step focused on coding the data. Significant statements from the interview transcripts were identified and assigned concise codes representing their central meanings. Similar codes were grouped together based on common ideas and recurring financial management practices. These codes became the foundation for developing broader categories and themes.

During the fifth step, the researchers generated themes and descriptions by clustering related codes into meaningful categories. Five major themes emerged from the analysis: (1) Cash Flow Management and Income Utilization Practices, (2) Record-Keeping and Financial Documentation Practices, (3) Borrowing Behavior and Financial Dependency Management, (4) Loan Repayment Strategies and Financial Discipline, and (5) Financial

Sustainability and Support Mechanisms. These themes described the participants' financial management experiences and addressed the objectives of the study.

The sixth step involved interrelating the themes and descriptions to understand how they collectively explained the financial management practices of micro salon business owners. The researchers examined the relationships among budgeting, financial documentation, borrowing decisions, debt management, and sustainability practices to develop a comprehensive understanding of the participants' financial behavior and business management strategies.

Finally, the seventh step consisted of interpreting the meaning of the themes and relating the findings to existing literature and relevant theories on financial management and microenterprise sustainability. The researchers explained how the identified practices contributed to effective financial decision-making, business continuity, and long-term sustainability among micro salon business owners. The findings were also compared with previous studies to establish consistency and strengthen the credibility of the research.

By systematically applying Creswell's (2018) seven-step qualitative data analysis approach, the researchers ensured that the analysis process was organized, transparent, and trustworthy. This rigorous procedure enabled the study to produce a meaningful and comprehensive understanding of the financial management practices of micro salon business owners in Escalante City, providing findings that accurately reflected the participants experiences and addressed the objectives of the study.

Data Analysis

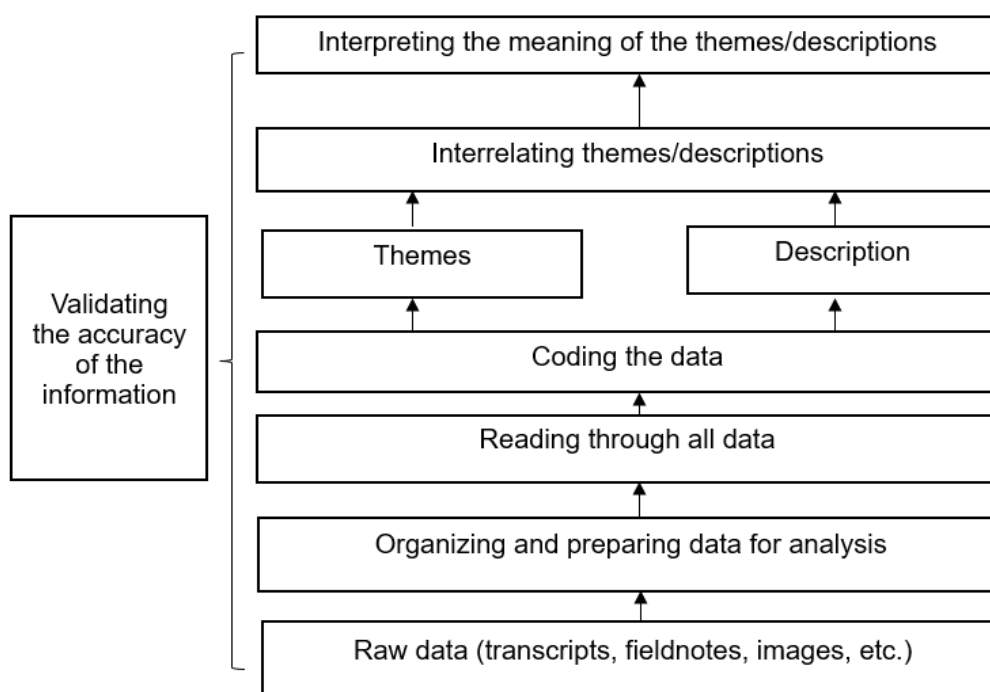


Figure 2: 7-steps of data analysis (Creswell, 2018)

Ethical Considerations

The study, “Exploring the Financial Management Practices of Micro Salon Business Owners in Escalante City,” followed established ethical standards to protect the participants’ rights, dignity, privacy, and well-being throughout the research process.

Protection of Participants’ Rights and Welfare

The researcher complied with the Data Privacy Act of 2012 in handling personal, financial, and business-related information. Participants’ autonomy, safety, and right to make voluntary decisions were respected.

Adequacy of Facilities

Interviews were conducted in quiet, safe, private, and convenient locations, such as the participants' salon establishments during non-peak hours. These venues minimized interruptions and encouraged open discussion.

Community Involvement

Qualified micro salon business owners in Escalante City participated in the study. Their experiences provided relevant information about income, expenses, cash flow, borrowing, financial records, repayment, and business sustainability. The designated gatekeeper only assisted in identifying potential participants and did not influence their decisions or responses.

Informed Consent

Participants were informed about the study's purpose, procedures, risks, benefits, confidentiality measures, and intended use of the findings. Written consent was obtained before the interviews, and the conversation partners signed the consent form. Participation was voluntary, and participants could refuse to answer questions or withdraw at any time without penalty.

Justice and Fairness

Participants were selected through purposive sampling based on the inclusion criteria. All participants were treated equally, fairly, and respectfully, and their experiences were given equal consideration.

Confidentiality and Privacy

Codes or pseudonyms were used instead of real names. Identifying details, including salon names, locations, financial amounts, creditors, and suppliers, were removed or generalized. Research records were securely stored and accessed only by authorized persons.

Researcher Qualifications

The researcher possessed the necessary knowledge and skills in qualitative interviewing, data analysis, confidentiality, and ethical research. Reflexivity was practiced to minimize personal bias and ensure that findings reflected the participants' actual experiences.

Risks and Benefits

The study involved minimal risk, particularly possible discomfort when discussing financial difficulties, debts, or business challenges. Participants were allowed to skip questions, pause, or withdraw. They were not required to disclose exact financial amounts.

Although there were no direct financial benefits, the findings may help improve financial literacy, cash-flow management, record-keeping, borrowing practices, and the sustainability of micro salon businesses.

Social Value

The study may support the development of financial literacy programs, entrepreneurship training, and business-support initiatives for salon owners and other micro-entrepreneurs in Escalante City.

Transparency

The researcher clearly explained the study's objectives, procedures, risks, benefits, and limitations. No misleading information or false promises were used to encourage participation.

Participant Vulnerability

Participants were adult business owners capable of providing informed consent. However, because financial information was sensitive, no coercion, pressure, or undue influence was applied. Participation was not connected to business permits, government assistance, loans, or other benefits.

RESULTS AND DISCUSSIONS

This chapter presented the analysis and interpretation of the qualitative data gathered from micro salon business owners in Escalante City regarding their financial management practices. The analysis followed Creswell's seven-step qualitative data analysis procedure, beginning with data organization and ending with the validation of the emergent themes. The responses of the two participants, coded as P1 and P2, served as the primary basis for the analysis.

The study included two participants who served as the primary sources of experiential insights relevant to the research. Both participants were salon owners directly involved in managing their businesses and financial activities. The first participant, P1, was a female salon owner who performed multiple roles in the business, including owner, manager, and all-around worker. She had been engaged in salon-related work since 2000 and continued operating the salon upon returning from Cebu in 2019. The salon operated as a family-managed business with four individuals working in the establishment. According to P1, manicure services generated the highest income due to the large number of regular customers.

The second participant, P2, was also a female salon owner who managed and supervised salon operations. She had been operating the business for one (1) year and seven (7) months and started after attending seminars on salon enterprise management. She initially acquired business capital through TORKO as her primary lending source. The salon operated as a one-person proprietorship and employed three beauticians specializing in hair and makeup services, along with three nail technicians. According to P2, hair rebonding and nail gel or nail extension services generated the highest income. Collectively, the participants contributed diverse yet complementary experiences in salon management, financial practices, and service operations.

Following the interviews, the researchers transcribed and analyzed the data, identifying five major themes with corresponding sub-themes.

Qualitative data analysis generated five themes and fifteen sub-themes: (1) Cash Flow Management and Income Utilization Practices (1.1) Daily income allocation and expense prioritization, (1.2) Savings behavior and reinvestment practices, and (1.3) Financial adjustment during low-income periods. (2) Record-Keeping and Financial Documentation Practices (2.1) Informal bookkeeping and manual recording systems, (2.2) Confidentiality and limited financial disclosure, and (2.3) Inconsistency and missed financial entries. (3) Borrowing Behavior and Financial Dependency Management (3.1) Loan dependence for operational continuity, (3.2) Accessibility of informal lending sources, and (3.3) Borrowing risks and interest burden awareness. (4) Loan Repayment Strategies and Financial Discipline (4.1) Income-based repayment planning, (4.2) Payment scheduling and prioritization, and (4.3) Adjustment mechanisms during repayment difficulties. (5) Financial Sustainability and Support Mechanisms (5.1) Separation of personal and business finances, (5.2) Experience-based financial learning and decision-making, and (5.3) Need for financial literacy training and external support programs.

Results and Discussion section with integrated related literature, verbatim responses, and implications of the study.

Theme 1: Cash Flow Management and Income Utilization Practices

This theme described how salon owners managed daily earnings to support household needs, business operations, and financial obligations. The participants relied primarily on daily customer income as their main source of funds for both family and business expenditures. Their responses reflected the realities of operating a micro salon business where income is immediately utilized to meet various financial responsibilities.

Sub-theme 1.1: Daily Income Allocation and Expense Prioritization

Daily income allocation and expense prioritization referred to the immediate division of daily earnings among household expenses, business operations, bills, and other financial obligations.

P1: "Asa ga gikan? Sa among customer. Sa bulsa sang customer haha, kag diin gapa kadto? Ah, pakadto allowance sa sulod balay, allowance sang mga bata, bills—dira na siya gapadulong ang amon kita sa kada adlaw." ("Where does it come from? From our customers, from the customers' pockets haha, and where does it go? It goes to household allowances, children's allowances, and bills—that is where our daily income is allocated.")

P2: "Sa among salon, ang income kay direktso gyud na siya ginagamit. Pag human sa trabaho, ihiwalay dayon kung pila ang para sa balay, para sa negosyo, ug para sa adlaw-adlaw nga gasto. Usahay wala na jud mabilin para sa savings kay ang priority gyud kay ang needs sa family." ("In our salon, the income is directly used. After work, we immediately separate what is for the household, for the business, and for daily expenses. Sometimes nothing is left for savings because the priority is really family needs.")

The participants reported that daily earnings were immediately allocated to essential household and business needs. Both participants demonstrated a strong tendency to prioritize necessities such as family expenses, utility bills, and operational costs before considering savings. This suggests that daily cash flow served as the primary mechanism for sustaining both household welfare and business continuity. The findings further revealed that financial decisions were largely driven by immediate needs rather than long-term financial planning.

Sub-theme 1.2: Savings Behavior and Reinvestment Practices

Savings behavior and reinvestment practices referred to how salon owners allocated excess earnings for future needs or business improvement.

P1: "Kung naa koy sobra sa kita sa adlaw, ginagmay ra gyud akong ipundo. Usahay i-save nako para emergency, pero kasagaran ginabalik pud nako sa negosyo para palit ug shampoo, color, or other supplies sa salon." ("If I have extra income for the day, I only set aside a small amount. Sometimes I save it for emergencies, but most of the time I reinvest it back into the business to buy shampoo, hair color, or other salon supplies.")

P2: "Wala gyud ko kaayo ug formal savings. Kung naa'y sobra, i-priority nako nga ibalik sa salon kay para mudaghan ang gamit ug mas ma-improve ang service. Mao na siya akong way para modako hinay-hinay ang business." ("I do not really have formal savings. If there is extra income, I prioritize reinvesting it in the salon to buy more supplies and improve our services. That is my way of slowly growing the business.")

The participants reported that they recognized the importance of saving but were often constrained by limited income. Rather than maintaining formal savings accounts, excess earnings were commonly reinvested into salon operations through the purchase of supplies and equipment. This practice reflected the participants' desire to improve service quality and sustain business growth. The findings suggested that reinvestment was viewed as a more immediate and practical strategy than accumulating long-term savings.

Sub-theme 1.3: Financial Adjustment During Low-Income Periods

Financial adjustment during low-income periods referred to the strategies used when earnings were insufficient to cover household and business expenses.

P1: "Kung hinay ang kita sa adlaw, mag-adjust gyud mi sa gasto. Unahon namo ang importanteng bayronon sa balay ug sa salon, unya ang dili importante, i-delay lang sa sunod kung naay mas dako nga income." ("If income is low for the day, we really adjust our expenses. We prioritize important household and salon bills, and non-essential expenses are delayed until income improves.")

P2: "Usahay kung kulang gyud ang kita, magtipid mi ug maayo. Dili mi palit ug mga butang nga dili kinahanglan, unya kung kinahanglan gyud, manghulam sa gamay or gamiton ang ginatigom nga para

emergency.” (“Sometimes when income is really insufficient, we strictly reduce spending. We avoid buying unnecessary things, and if really needed, we borrow a little or use emergency savings.”)

The participants reported that they adopted various coping mechanisms during periods of financial difficulty. These included reducing expenses, postponing non-essential purchases, utilizing savings, and borrowing when necessary. Such strategies demonstrated their ability to adapt to fluctuations in income while maintaining essential household and business obligations. The findings suggested that financial flexibility and prioritization played important roles in helping participants manage economic uncertainty.

Overall, the findings indicated that micro salon owners depended heavily on daily earnings to support both household and business needs. Limited savings and frequent reinvestment practices reflected the need to sustain salon operations despite financial constraints. During periods of low income, participants adjusted expenditures and prioritized essential obligations to maintain financial stability. These findings were consistent with Zabri et al. (2021) and Ramli (2022), who emphasized the importance of cash flow management and reinvestment in sustaining microenterprises.

Theme 2: Record-Keeping and Financial Documentation Practices

This theme described how salon owners monitored and documented their financial transactions through simple and informal record-keeping practices. The participants relied primarily on manual computations and personal documentation methods to track income and expenses. Although these practices helped them monitor business performance, record-keeping was sometimes affected by operational demands and confidentiality concerns.

Sub-theme 2.1: Informal Bookkeeping and Manual Recording Systems

Informal bookkeeping and manual recording systems referred to the participants’ practice of documenting financial transactions using simple computations and personal records rather than formal accounting procedures.

P1: “Ako kuwenta lang og pila income a day, less expenses.” (“I simply calculate how much the daily income is, minus the expenses.”)

P2: “Simple ra among computation, income minus expenses. Dili siya formal accounting pero kinahanglan gyud namo kay para mahibal-an namo kung pila ang kita sa adlaw ug kung okay ba ang dagan sa negosyo.” (“Our computation is simple, income minus expenses. It is not formal accounting, but we really need it so we know how much we earned for the day and if the business is operating well.”)

The participants reported that they relied on basic bookkeeping methods to monitor their daily financial activities. Rather than using formal accounting systems, they employed simple computations to determine income and expenses. These practices enabled them to evaluate daily earnings and assess business performance. The findings suggested that while formal accounting knowledge may have been limited, participants recognized the importance of tracking financial transactions to support business decision-making.

Sub-theme 2.2: Confidentiality and Limited Financial Disclosure

Confidentiality and limited financial disclosure referred to the participants’ practice of restricting access to financial information and business records.

P1: “Ang amo financial record kay ako ra gyud ang kabalo. Dili nako ipakita sa staff or bisan kinsa kay personal man siya ug sensitive pud ang details sa kita ug gasto sa salon.” (“Our financial record is only known by me. I do not show it to staff or anyone because it is personal and the details of income and expenses in the salon are sensitive.”)

P2: “Usahay kung naay manguatana pila ang kita, dili nako i-fully share ang exact amount. Para nako mas maayo nga ako ra gyud ang makabalo sa actual financial status sa negosyo.” (“Sometimes when someone asks how much we earn, I do not fully share the exact amount. For me, it is better that only I know the actual financial status of the business.”)

The participants reported they viewed financial records as private and confidential information. Both participants preferred to maintain personal control over financial data and were cautious about sharing details regarding income and expenses. This practice reflected their desire to protect sensitive business information and maintain control over financial decision-making. The findings further suggested that financial records served primarily as personal management tools rather than documents intended for broader organizational use.

Sub-theme 2.3: Inconsistency in Record-Keeping Due to Operational Demands

Inconsistency and missed financial entries referred to situations in which transactions were not immediately recorded due to the demands of daily salon operations.

P1: "Kung sako ang salon, daghan customer uban malimtan og lista." ("When the salon is busy, many customers are sometimes not recorded or listed.")

P2: "Busy kaayo mi during peak hours, mao na nga dili pirmi dayon ma-record ang bayad sa customer. After na lang nako ma-check kung pila gyud ang income sa whole day." ("We are very busy during peak hours, so payments are not always recorded immediately. I only check later how much the total income for the day is.")

The participants reported that business operations often took priority over documentation activities. During busy periods, participants focused on serving customers, which occasionally resulted in delayed recording or omission of some transactions. Although financial information was eventually reviewed, the delay in recording may have affected the accuracy and completeness of financial records. The findings suggested that workload and customer volume were important factors influencing record-keeping consistency among micro salon owners.

Overall, the findings indicated that participants relied on simple and informal record-keeping practices to monitor business finances. Financial records were treated as confidential and were primarily used for personal monitoring and decision-making. However, workload and customer volume sometimes affected the consistency and completeness of documentation. These findings were consistent with Baker (2021) and Bode and Lolowang (2024), who emphasized the use of basic bookkeeping systems among microenterprises.

Theme 3: Borrowing Behavior and Financial Dependency Management

This theme described how salon owners utilized borrowing as a strategy to address financial shortages and maintain business operations. The participants viewed borrowing as a practical source of financial support when available income and savings were insufficient to meet household and business needs. While loans provided immediate access to funds, participants also recognized the challenges associated with repayment obligations.

Sub-theme 3.1: Loan Dependence for Operational Continuity

Loan dependence for operational continuity referred to the participants' reliance on borrowed funds to sustain business operations and address financial needs when savings were inadequate.

P1: "Kay wala man mi lain nga choice sa time pod na, kis-a amon ipon ubos na so makapanghulam gid mi." ("We have no other choice at that time, sometimes our savings are already low so we really borrow money.")

P2: "Kung dili na gyud kaya sa among savings, manghulam mi sa mga kaila or sa lending. Para lang gyud ma-sustain ang salon ug ma-provide ang needs sa pamilya." ("If our savings are no longer enough, we borrow from acquaintances or lending sources. Just to sustain the salon and provide for the needs of the family.")

The participants reported that borrowing served as an important financial coping mechanism during cash shortages. Both participants viewed loans as a practical solution for maintaining business operations and meeting household obligations during financially difficult periods. The findings suggested that borrowing was often necessary because available savings were insufficient to cover unexpected expenses and operational requirements. This dependence on borrowed funds highlighted the financial vulnerability commonly experienced by microenterprise owners.

Sub-theme 3.2: Accessibility of Informal Lending Sources

Accessibility of informal lending sources referred to the participants' preference for lenders that offered quick approval processes, minimal requirements, and immediate access to funds.

P1: "Mas dali man manghulam sa mga kaila or silingan, kay wala na'y daghan requirements. Kung kinahanglan dayon, dira dayon mi mangayo ug tabang." ("It is easier to borrow from acquaintances or neighbors because there are no many requirements. If we need money immediately, that is where we ask for help.")

P2: "Sa informal nga lending mi kasagaran manghulam kay paspas ra ang proseso, dili na kinahanglan ug papers or collateral, mao nga convenient kaayo para sa amo." ("We usually borrow from informal lending sources because the process is fast, no papers or collateral needed, so it is very convenient for us.")

The participants reported that convenience and accessibility strongly influenced participants' choice of lending sources. Informal lenders were preferred because they provided immediate financial assistance without the lengthy procedures often associated with formal financial institutions. The findings suggested that ease of access was a critical factor in borrowing decisions, particularly when funds were urgently needed to address operational or household expenses.

Sub-theme 3.3: Borrowing Risks and Interest Burden Awareness

Borrowing risks and interest burden awareness referred to the participants' understanding of the financial consequences associated with loan repayment and interest accumulation.

P1: "Yes helpful kaayo labi na nang wala ka kwarta, makatabang jud kaayo, risky kung dili ka makabayad kay mo dako man imong interest." ("Yes, it is very helpful, especially when you have no money; it really helps, but it is risky if you cannot pay because the interest increases.")

P2: "Okay siya kay makasave ka sa emergency, pero kung hinay ang income, lisod kaayo ang repayment. Mao na usahay ma-pressure gyud ka kay kinahanglan nimo bayran bisan walay sakto nga kita." ("It is okay because it helps during emergencies, but when income is low, repayment becomes very difficult. Sometimes you feel pressured because you still need to pay even without enough earnings.")

The participants reported that they recognized both the advantages and disadvantages of borrowing. While loans provided immediate financial support during emergencies and business difficulties, repayment obligations often created financial stress, particularly when income levels declined. The findings suggested that participants were aware of the risks associated with borrowing, including interest accumulation and repayment difficulties, which could further strain limited financial resources.

Overall, the findings indicated that borrowing served as a practical strategy for addressing financial shortages and maintaining business operations. Participants borrowed when savings were inadequate and preferred lending sources that offered convenience and accessibility. Although loans provided immediate financial assistance, repayment obligations often became challenging during periods of low income. These findings were consistent with Nguyen (2020) and Wiid and Cant (2021), who found that access to credit supports business continuity among microenterprises. The findings also aligned with Mutsonziwa and Fanta (2020), who emphasized that borrowing can improve liquidity but may also increase financial pressure when repayment capacity is limited.

Theme 4: Loan Repayment Strategies and Financial Discipline

This theme described how salon owners managed their loan repayment obligations through financial planning, income allocation, and adjustment strategies. The participants demonstrated financial discipline by considering repayment capacity before borrowing and by prioritizing repayment despite fluctuations in income.

Sub-theme 4.1: Income-Based Repayment Planning

Income-based repayment planning refers to the participants' practice of evaluating financial needs and repayment capacity before obtaining loans.

P1: "Planohan daan usa utangon." ("It is planned first before borrowing.")

P2: "Dili mi dayon manghulam kung walay plano. Gina-compute sa daan kung pila ang kinahanglan ug kung kaya ba namo bayran later, para dili ma-strain ang budget." ("We do not borrow immediately without a plan. We first compute how much is needed and if we can pay it later, so the budget will not be strained.")

The participants reported that they carefully considered their repayment ability before deciding to borrow. Rather than obtaining loans impulsively, they evaluated their financial situation and projected their ability to meet future repayment obligations. The findings suggested that financial planning played an important role in helping participants avoid excessive debt and manage borrowing responsibly.

Sub-theme 4.2: Payment Scheduling and Prioritization

Payment scheduling and prioritization refer to the allocation of a portion of salon income specifically for loan repayment.

P1: "Ang bayad sa utang kay gikan gyud sa kita sa salon kada adlaw. Kung naay customer, dira mi kuha para ihatag sa bayad, mao na siya among ginabuhat pirmi." ("Loan payment really comes from the salon's daily income. If there are customers, that is where we get the money for repayment, that is what we always do.")

P2: "Kung naa mi income sa adlaw, automatic na siya naay portion para sa bayad sa utang. Dili mi makadelay kay gikan man pud sa salon ang source sa bayad." ("When we have income for the day, a portion is automatically allocated for loan payment. We cannot delay it because the repayment also comes from the salon's earnings.")

The participants reported that salon income served as the primary source of loan repayment. Participants consistently allocated a portion of daily earnings to meet repayment obligations and avoid delays. The findings suggested that loan repayment was treated as a financial priority, reflecting the participants' commitment to maintaining good financial standing with lenders.

Sub-theme 4.3: Adjustment Mechanisms During Repayment Difficulties

Adjustment mechanisms during repayment difficulties referred to strategies used when income was insufficient to meet repayment obligations.

P1: "Kung dili gyud kaya sa income, usahay mangayo mi ug extension sa bayad sa loan. Mo-istorya mi sa nagpahulam para ma-reschedule lang ang payment until makaluwag-luwag ang kita." ("If income is really not enough, sometimes we ask for an extension on loan payment. We talk to the lender to reschedule the payment until our income becomes a bit better.")

P2: "Usahay magamit namo ang gamay nga savings para dili ma-delay ang bayad. Pero kung wala gyud, magpaabot mi ug panahona nga naay sakto nga income para ma-settle ang utang." ("Sometimes we use our small savings so that payment will not be delayed. But if there is really none, we wait for a time when income is enough to settle the debt.")

The participants reported various strategies to manage repayment challenges. These included utilizing available savings and negotiating payment extensions with lenders. Such approaches allowed participants to cope with temporary cash flow shortages while continuing to meet financial obligations. The findings suggested that flexibility and resourcefulness were important factors in managing debt during periods of financial uncertainty.

Overall, the findings indicated that loan repayment depended largely on financial planning, salon income, and flexible coping strategies. Participants evaluated repayment capacity before borrowing and allocated a portion of daily earnings to debt obligations. When repayment difficulties occurred, savings and payment extensions were used to manage financial pressure. These findings supported Sangwan et al. (2020), who emphasized the importance of financial planning in debt management. The findings also aligned with Alam et al. (2023), who reported that stable business income contributes to repayment performance.

Theme 5: Financial Sustainability and Support Mechanisms

This theme described the financial practices and support systems that contributed to the long-term sustainability of micro salon businesses. Participants emphasized financial control, continuous learning, and external support as important factors in maintaining business stability and improving financial management practices.

Sub-theme 5.1: Separation of Personal and Business Finances

Separation of personal and business finances refers to the participants' practice of distinguishing business funds from personal funds while monitoring profits and managing inventory.

P1: "Gina-separate gyud namo ang kwarta sa salon ug sa personal. Naga-track pud mi sa adlaw-adlaw nga kita para makita kung pila gyud ang profit, ug para mahibal- an kung asa napunta ang gasto." ("We really separate the salon money from personal money. We also track the daily income to see the actual profit and to know where the expenses went.")

P2: "Importante para sa amo ang inventory control kay kung dili ma-monitor, dali ma-waste ang products. Mao na nga gina-lista gyud namo kung unsay magamit ug unsay kinahanglan i-reorder." ("Inventory control is important for us because if it is not monitored, products can easily be wasted. That is why we list what is used and what needs to be reordered.")

The participants reported practicing financial control by separating business and personal funds, monitoring profits, and managing inventory. These practices helped them track financial performance, reduce unnecessary expenses, and maintain operational efficiency. The findings suggested that effective financial control contributed to the sustainability and continuity of business operations.

Sub-theme 5.2: Experience-Based Financial Learning and Decision-Making

Experience-based financial learning and decision-making refers to the development of financial management skills through practical business experience and participation in training activities.

P1: "Experience rajod ni nako gang, high school o elementary ko ga practice nako mga in ani pero didto nahasa na nga didto ko sa Cebu pero naka seminar-seminar jud ko." ("It is really based on experience, gang. I already practiced this since high school or elementary, but I was further trained when I was in Cebu and also attended seminars.")

P2: "Daghan ko natun-an sa seminars ug sa mga kauban sa salon. Pero mas effective gihapon ang learning through actual work kay kada adlaw naa kay ma-encounter nga financial decisions." ("I learned a lot from seminars and from salon colleagues. But learning through actual work is still more effective because every day you encounter financial decisions.")

The participants indicated that they developed financial management competencies through a combination of practical experience and training opportunities. Daily business operations provided continuous learning experiences that strengthened decision-making skills and enhanced financial awareness. The findings suggested that experiential learning played a significant role in shaping participants' financial management practices.

Sub-theme 5.3: Need for Financial Literacy Training and External Support Programs

The need for financial literacy training and external support programs referred to participants' desire for additional financial assistance, business training, and educational opportunities.

P1: "Kung naay program nga mohatag ug financial support ug seminar sa pag-manage sa negosyo, dako kaayo na ug tabang sa amo. Kay usahay kulang jud mi sa capital ug knowledge sa proper budgeting." ("If there are programs that provide financial support and seminars on business management, that would be a big help for us. Because sometimes we really lack capital and knowledge in proper budgeting.")

P2: "Mas maayo unta kung naay gobyerno or organization nga mohatag ug puhunan ug magtudlo pud unsaon pag-handle sa income ug expenses sa salon para mas mo-stable ang negosyo." ("It would be better if there are government or organizations that provide capital and also teach how to handle income and expenses in the salon so the business can become more stable.")

The participants reported that they recognized the value of external support in improving financial management and business sustainability. Access to financial assistance and educational programs was viewed as an opportunity to strengthen budgeting practices, improve financial decision-making, and expand business operations. The findings suggested that support programs could play a significant role in addressing financial challenges commonly experienced by microenterprise owners.

Overall, the findings indicated that financial sustainability among micro salon business owners was strengthened through financial control practices, continuous learning, and external support. Participants emphasized the importance of separating business and personal funds, monitoring profits, and managing inventory to maintain business operations. Financial knowledge was developed through both practical experience and participation in seminars, while access to financial assistance and training programs was viewed as beneficial for business growth and stability. These findings were consistent with Ramli (2022), who emphasized the role of financial control in improving business performance. Similarly, Gumede and Takawira (2025) highlighted the importance of experience and training in strengthening entrepreneurs' financial management competencies. The findings of this study are consistent with the study of Chibueze et al. (2025), which showed that having access to capital and proper financial education can help microenterprise owners improve their business sustainability and make better financial decisions.



Figure 1: Simulacrum of the study

The simulacrum presented the financial management practices of micro salon business owners in Escalante City. At the center was a micro salon building, which represented the business operations and financial decisions of salon owners. The circular structure showed that the five major financial practices were interconnected and collectively influenced the stability, continuity, and growth of the salon businesses.

The five areas included cash flow management and income utilization, record-keeping and financial documentation, borrowing behavior and financial dependency, loan repayment strategies and financial discipline, and financial sustainability and support mechanisms. These areas illustrated how salon owners allocated income, maintained financial records, managed loans, prioritized repayments, separated personal and business finances, and sought financial training or external assistance. Together, these practices provided a comprehensive understanding of how micro salon owners managed their financial resources and sustained their businesses.

FINDINGS OF THE STUDY, CONCLUSIONS AND RECOMMENDATIONS

Findings of the Study

The study found that micro salon business owners mainly relied on their daily income to cover both household needs and business expenses. Because their earnings were often limited, only a small amount was available for savings or business reinvestment. During periods of low income, the participants carefully controlled their spending and sometimes resorted to borrowing to meet their financial needs and sustain salon operations.

In terms of record-keeping and financial documentation, the participants used simple methods, such as listing their daily income and expenses. These records helped them monitor their financial condition and evaluate how their businesses were performing. However, maintaining complete and updated records was challenging because they were also responsible for managing the daily operations of their salons. As a result, some financial transactions were occasionally recorded late or omitted.

The findings also revealed that borrowing was commonly used as a financial strategy, particularly when the participants experienced business difficulties or insufficient cash. They preferred borrowing from relatives, friends, or other familiar individuals because the process was easier and more accessible. Nevertheless, they recognized that borrowing involved financial risks, especially when business income was not enough to meet repayment obligations.

Regarding loan repayment, the participants demonstrated financial discipline by planning their borrowing and setting aside a portion of their daily income for repayment. They considered loan repayment a priority to maintain trust and avoid additional financial problems. When they encountered repayment difficulties, they reduced unnecessary expenses, used available savings, or requested additional time from lenders.

The study further found that long-term financial stability depended on separating personal and business funds, learning from past financial experiences, and practicing careful financial management. The participants believed that financial knowledge, sufficient business capital, and support from government agencies, financial institutions, or other organizations could improve their operations and contribute to the sustainability of their salon businesses.

Conclusions

The study concluded that micro salon business owners depended heavily on daily income to finance both personal needs and business operations. Their limited earnings restricted their ability to save and reinvest, particularly during periods of low customer demand. Careful spending and borrowing became necessary strategies for maintaining business continuity.

The study also concluded that simple record-keeping practices helped salon owners monitor their income and expenses. However, these records were not always complete or updated because of the participants' multiple responsibilities in operating their businesses.

Borrowing served as an important financial support mechanism for salon owners, especially during financially difficult periods. Although they preferred informal lenders because of easier access and flexible arrangements, they remained aware of the possible risks and repayment difficulties associated with debt.

The findings further indicated that the participants practiced financial discipline by planning their loans, allocating part of their daily income for repayment, and prioritizing their financial obligations. When repayment problems arose, they adjusted their spending, used savings, or negotiated for extended payment periods.

Finally, the study concluded that the financial sustainability of micro salon businesses depended on proper money management, separation of personal and business finances, continuous learning, and responsible decision-making. Access to financial education, sufficient capital, and institutional support may further strengthen their businesses and improve their long-term sustainability.

Recommendations

Based on the findings and conclusions of the study, micro salon business owners in Escalante City are encouraged to strengthen their financial management practices to improve business stability and long-term sustainability. They should maintain a clear separation between personal and business finances by using separate cash containers, bank accounts, or digital wallets for household and salon-related transactions. This practice may help them determine their actual business income, control unnecessary spending, and allocate appropriate amounts for operating expenses, savings, and business reinvestment.

Salon owners are also encouraged to adopt a simple and consistent record-keeping system. Daily income, expenses, loan payments, purchases, and other financial transactions should be recorded promptly using notebooks, spreadsheets, or accessible mobile applications. Regular updating and weekly review of financial records may help prevent missing entries, monitor the financial condition of the business, and support sound decision-making.

A basic cash-flow plan should also be developed to guide the use of daily earnings. Salon owners may allocate portions of their income for essential business expenses, loan repayments, emergency savings, and future business needs. Building an emergency fund is highly recommended to reduce dependence on borrowing during periods of low customer demand, unexpected expenses, or temporary income shortages.

Borrowing should be undertaken carefully and only for necessary and productive business purposes. Before obtaining a loan, salon owners should assess their capacity to repay, examine interest rates and payment schedules, and consider the possible risks involved. Excessive or multiple borrowing should be avoided because it may increase financial pressure and threaten business continuity. A fixed portion of daily or weekly income may also be set aside for loan repayment. When repayment difficulties arise, salon owners should communicate with lenders early and negotiate reasonable payment arrangements to prevent obligations from accumulating.

The Local Government Unit, through the City Investment, Trade, Promotion, and Economic Enterprise Management Office (CITPEEMO), may provide regular financial literacy and entrepreneurship programs for micro salon business owners. These programs may cover budgeting, cash-flow management, record-keeping, savings, responsible borrowing, loan repayment, pricing, and business sustainability. Government agencies, cooperatives, banks, and microfinance institutions may also offer accessible financial assistance, low-interest credit, flexible repayment schemes, savings programs, business mentoring, and start-up or expansion support. Such assistance should be accompanied by proper training and monitoring to promote responsible and effective use of funds.

The organization of business associations or support groups for micro salon owners in Escalante City is likewise recommended. These groups may serve as platforms for sharing experiences, discussing common financial challenges, accessing training opportunities, and building partnerships with government and private institutions. Future researchers may conduct similar studies involving a larger number of participants, other types of microenterprises, or different locations. They may also examine the effectiveness of financial literacy programs, digital record-keeping tools, access to credit, and institutional support in improving the financial sustainability of micro businesses.

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