



MAKERERE UNIVERSITY BUSINESS SCHOOL

**SOCIAL PROTECTION, ENTREPRENEURIAL COMPETENCES AND
ENTREPRENEURIAL PERFORMANCE OF SOLE PROPRIETORSHIP BUSINESSES
IN NAKAWA DIVISION**

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PLAN A

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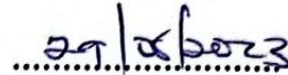
DECLARATION

I Musiimenta Fredrick hereby declare that this Research Dissertation is my original work and has not been presented for any award in Institution/University.

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Signature

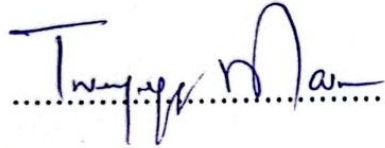
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APPROVAL

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DEDICATION

This research dissertation is dedicated to my late beloved mother Mrs. Mary Bainomugisha Tuwangye who passed away in 2007 and to my blessed children Felistar Musiimenta and Fenton Musiimenta.

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In such a vast undertaking of this nature, it is impossible to acknowledge the contribution of all and sundry.

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LIST OF ACRONYMS

AMFIU:	Association of Microfinance Institutions of Uganda
CG :	Corporate Governance
OECD :	Organization of Economic Cooperation and Development
ROA :	Return on Assets
ROE :	Return on Equity
SACCOs:	Savings and Credit Cooperative Organizations
URA:	Uganda Revenue Authority
KCCA:	Kampala Capital City Authority
SNAP:	Supplemental Nutrition Assistance Programme

ABSTRACT

The study sought to establish the relationship between social protection, entrepreneurial competences and business entrepreneurial performance in Nakawa Division, Uganda.

The study was guided by the following objectives; to examine the relationship between social protection and entrepreneurial performance in Nakawa Division Uganda, to examine the relationship between entrepreneurship competences and entrepreneurial performance in Nakawa Division Uganda and to examine the relationship between social protection, entrepreneurial competences and entrepreneurial performance in Nakawa Division, Uganda.

The study adopted across sectional and correlation quantitative design. Nakawa Division had a total population of 17,573SME owners and a sample size of 381 was selected basing on Krejcie & Morgan (1970) table for determining the sample size. The study covered all the SMEs in the Nakawa division. The data were tested for reliability and validity, analyzed using SPSS version 21 and results presented based on the study objectives.

The correlation coefficient analysis revealed positive and significant relationships between social protection and entrepreneurial performance, entrepreneurship competences and business entrepreneurial performance which implies that when one variable is improved it leads to improvement of the other. Furthermore, the multiple regression analysis indicates that social protection combined with entrepreneurship competences have a greater influence on the business entrepreneurial performance (Adj R^2 of .456). The researcher therefore recommends that small businesses should employ competent accountants to help them in recording keeping and also embrace training in financial management. Based on the findings, discussion and conclusion, it can be recommended that, there is need to improve social protection in terms of social assistance, social security and social insurance. This can be in terms of providing additional savings to the NSSF contribution for the employees, this will improve on the entrepreneurial performance. There is also need to improve on the entrepreneurial competences of the managers/owners, this can be done through training of the management in order to enhance their skills, abilities and knowledge so that they can be innovative and stand a position to come up with new ideas that can improve entrepreneurial performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Entrepreneurship performance has been recognized as a form of poverty eradication among the poor (Yassin & Ali, 2013; Baron, 2007; Yin & Luo, 2018). It is also clear that there is a relationship between entrepreneurship and poverty alleviation. For the reasons outlined below, entrepreneurial performance is defined as firm performance, personal wealth development, and social performance. In order to assess how well a company is performing, it must grow in terms of profits, revenue, assets, and both the number of people employed and employment (Muindi et al, 2020). The accumulation of money at the home level is a necessary step in the development of personal wealth. The entrepreneur must engage with her community in order to perform socially. When evaluating the performance of small enterprises, three important factors must be taken into account: the performance indicator chosen, the time period being examined, and the computation to be used (Delmar et al, 2003). For instance, Delmar et al (2003) recommends using employment, sales, or annual turnover data to gauge performance because these data are easily accessible and, in the opinion of the respondents, are essentially uncontroversial. Similar to this, profits and assets can be used to gauge growth when the respondent is compared to their nearest industry rival or their own performance targets.

In order to prove that statement in various international forums, it was evident that poverty eradication using entrepreneurship still needed research. Entrepreneurship performance and wealth creation are identified as entrepreneurship's purposes (Wang & Zhang, 2009). Entrepreneurship performance is considered both as an incentive to wealth creation in emerging

and developed economies and as a consequence of the actions, especially, of small and medium enterprises (SMEs).

In Africa, the driving force among developing economies for the past ten years, and the foreseeable future, is ability of the entrepreneurs to start up new businesses and ensure higher entrepreneurship performance (Mazzarol et al, 2014). Entrepreneurs are meeting our economic needs through the creation of thousands of new businesses each year. While larger corporations have instituted extensive “downsizing” or “rightsizing” programs, job creation and economic growth have become the domain of the new ventures and the entrepreneurs who create them (Saura, Palos-Sanchez & Grilo, 2019). A great deal is known about the competences of entrepreneurs and the motives that have urged them to set up a business venture and enable entrepreneurship performance.

The development of small- and medium-sized enterprises has become the focus of studies for entrepreneurship performance researchers. How does business survive in times of crisis (Bourletidis & Triantafyllopoulos, 2014), in particular with the COVID 19 pandemic (Kuckertz et al., 2020; Maritz et al., 2020), and can grow its business in the digital age so that it needs strategy and business innovation (Sataalkina, 2020; Wu, 2019). In the human resources economy, the skills of an entrepreneur can be learned, educated, and developed (Sharma, 2016).

Such competencies are important because entrepreneurship is for a unique person and an ability to take advantage of opportunities and courage to take risks. The condition makes not all starters of the business a success.

In Uganda, businesses are developed to contribute to human life. Thus, supporting the growth of business start-ups is critical because they provide goods and services, employment, new

innovations to the market, responding to the needs of the communities and paying taxes to governments. Moreover, once businesses are developed then their spill-over effects are always enormous. Hence, nothing is fundamental today to modern human societies than businesses (Reynolds, 2001).

Previous research has examined the importance of various demographic variables such as personality, human capital and ethnicity. Marital status, education levels, family size, employment status and experience, age, ethnicity, gender, socioeconomic status, religion and personality traits have all been considered to varying degrees (Jia, 2019; Islam, Fremeth & Marcus, 2018). In order to gain a comprehensive picture of entrepreneurship performance, the competences of the entrepreneurs and social protection is very important.

All incubation facilities aim to nurture and grow start-ups in order to reduce the level of social insecurity and possibly reduce unemployment among the youth by stimulating economic development (Chandra & Fealey, 2009). Despite the burgeoning business incubation centres, their effectiveness in stimulating growth of entrepreneurship performance remains unclear. Yet 80% to 90% start-ups started every year fail within the first five years globally and 30% of the business start-ups in Uganda are not able to operate for more than one year (Ganamotse et. al., 2017; Ishengoma & Kappel, 2011).

In Nakawa division, over 50% of all SMEs close shop before they celebrate their second birthday (Mbabazi, 2018). Whereas the collapse of SMEs has been attributed to their lack of ability to raise finance (Chando & Sekioua, 2012), little attention has been focused on the employment creation power of these SMES because their collapse leads to the reduction of the available jobs and this incited this research to be conducted in Nakawa division to determine whether social security and entrepreneurship competence influence entrepreneurship performance.

1.2 Problem statement

Entrepreneurial performance creates the ability to achieve established entrepreneurial goals (Sebikari, 2014; Looy & Shafagatova, 2016). The Government of Uganda through different institutions of learning has allocated funds to train Ugandans interested in improving businesses performance to gain knowledge on how to improve entrepreneurship performance (UIA, 2018; MoFPED, 2019). While many entrepreneurs exist in Uganda to support the growth of businesses, reports from Uganda government on entrepreneurship performance show a decline in the growth of registered businesses from 800,000 in 2001 to 25,000 in 2019 (GoU, 2019). Yet Uganda was ranked as one of the most entrepreneurial countries by Global Entrepreneurship Monitor in 2020.

In Nakawa, SMEs have been closing at a rate of 23% on average for the last 5 years (UBOS, 2020). Unless this challenge is attended to, it will have a long run negative influence on national output through aggregate demand and unfavorable balance of payment deficit which incited this study to be conducted to help guide policy makers in making decisions regarding the SMES' and their contribution in a country's development. The review of literature attributes this challenge to poor entrepreneurship competences and lack of social protection but little is known about the same in Nakawa Division hence a need to carry out a special investigation.

1.3 Purpose of the study

The study sought to examine the relationship between social protection, entrepreneurship competences and business entrepreneurial performance in Nakawa Division Uganda.

1.4 Objectives of the study.

- i. To examine the relationship between social protection and entrepreneurial performance in Nakawa Division Uganda
- ii. To examine the relationship between entrepreneurship competences and entrepreneurial performance in Nakawa Division Uganda
- iii. To examine the relationship between social protection, entrepreneurial competences and entrepreneurial performance in Nakawa Division Uganda

1.5 Research questions

- i. What is the relationship between social protection and Entrepreneurial performance in Nakawa Division, Uganda?
- ii. What is the relationship between entrepreneurship competences and entrepreneurial performance in Nakawa Division, Uganda?
- iii. What is the relationship between social protection, entrepreneurial competences and entrepreneurial performance in Nakawa Division Uganda?

1.6 Scope of the study

1.6.1. Geographical scope

The study was carried out in Nakawa Division, Uganda. This is because entrepreneurial performance was deteriorating.

1.6.2 Content scope

The study was focused on the theoretical and empirical explanation of contract relationship social protection and entrepreneurship competences on entrepreneurial performance in Nakawa Division Uganda.

1.6.3 Time scope

The study was done in a time lag of one year from 2021 to 2022

1.7 Significance of the study

The study findings will help policy makers to gain an insight into how small businesses can effectively manage their social protection to enhance their entrepreneurial performance through possession of the appropriate expertise to run the businesses because they dominate the industrial scene in developing countries, Uganda inclusive

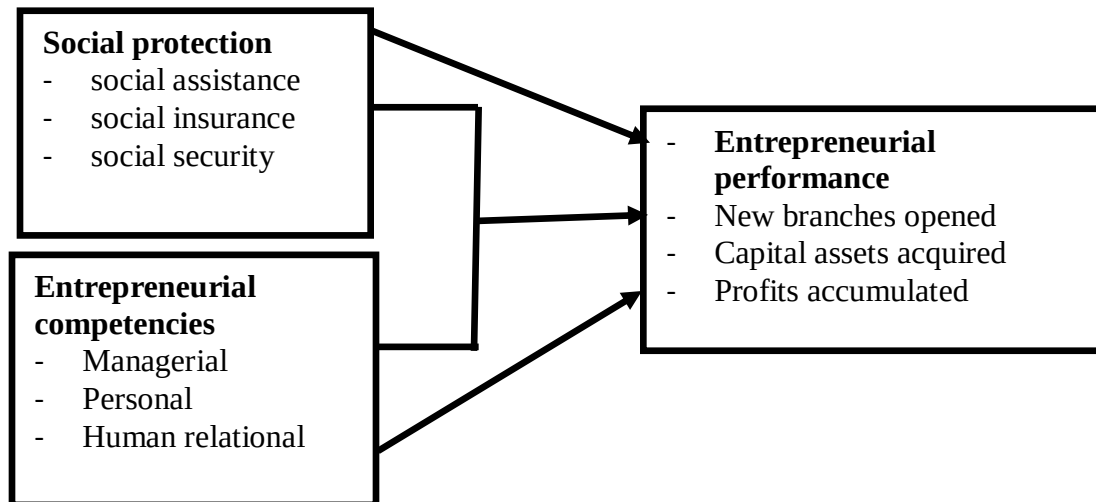
The findings on entrepreneurial competences, social protection and entrepreneurial performance among the executives of small businesses will help the owners of these enterprises as they will be able to adopt some of the recommendations of the study in sustaining and supporting their firms and individuals working for them.

The study findings will be used by scholars and academicians as a source of reference for further research on entrepreneurial performance and also contribute to the entrepreneurial competences literature through examining the effect of entrepreneurial competences and social protection on entrepreneurial performance.

1.8 Conceptual framework

Independent variables

Dependent variable



Source: Dawa et al (2021), Man and Lau (2005); Umar, Cob, Omar and Hamzah, 2019.

The conceptual framework indicates that there are two independent variables; social protection and entrepreneurial competence while entrepreneurial performance is the dependent variable. Social protection is measured in term of social assistance, social insurance and social security. On the other hand, entrepreneurial competence is measured in terms of abilities, skills and knowledge. Finally, business start-up is measured in terms of new branches, capital assets acquired and profit accumulated.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature on managerial competence, social protection and entrepreneurial performance of SMEs in Nakawa division. It is arranged according to the study objectives and relationships are established between variables so as to reach conclusions.

2.1 Overview of SMEs

There is no universally accepted definition of small businesses. The definition varies across countries and industries. However, the most common measures used include number of employees, annual turnover, industry, ownership and value of fixed assets (Agyei-Mensah, 2011). According to the Ministry of Finance, Planning and Economic Development (MoFPED), small businesses are defined as those entities employing a maximum of 50 people, with an annual sales/revenue turnover and total asset of up to Uganda Shillings 360 million but in Uganda, the majority of these businesses have less than 20 employees (National small business survey, 2015).

The predominant business typology in Uganda is SME (Ernst & Young, 2011; MoFPED, 2006). The Ugandan economy is supported mainly by Micro, Small and Medium Enterprises (MSMEs), collectively constituting about 90% of private sector production. They are spread across all sectors of the economy and they are the primary source of new jobs. Overall, they employ more than 2.5 million people including marginalized groups such as women and youth (MoFPED, 2011), and play a crucial role in income generation, especially for the poor (Uganda Investment Authority 2008). According to Kakuru (2008), SMEs in Uganda are spread across most sectors

of the economy, such as general merchandise, groceries, metal workshops, carpentry, textiles, chemicals, brick-making, foods and beverages, crafts and technical services. Orobia et al. (2013) observed that the importance of the SME sector to the Ugandan economy is not unique and is consistent with the trends observed by Abor and Quartey (2010) and Agyei-Mensah (2011) who argue that small businesses have important contributions to make at micro and macro levels of economic development.

Despite their significance and the government's effort to boost their activities such as wealth creation programs, small businesses continue to face high 'death rates' (Rwakakamba, 2011) associated with poor financial performance inform of low sales, losses, indebtedness and illiquidity problems. Critical to small businesses' success is the need to properly manage their working capital so that they are able to meet their short-term obligations as and when they fall due (Orobia et al., 2013) and a need to improve on the managerial knowledge, skills and abilities of owners/managers of those firms. Besides, the problems encountered by small businesses are numerous and can be described amongst others as being environmental, financial or managerial in nature.

2.2 Key concepts

2.2.1 Entrepreneurial performance

The development of small- and medium-sized enterprises has become the focus of studies for entrepreneurship researchers. How does business survive in times of crisis (Bourletidis & Triantafyllopoulos, 2014), in particular with the COVID 19 pandemic (Kuckertz et al., 2020; Maritzet et al., 2020), and can grow its business in the digital age so that it needs strategy and business innovation (Sataalkina, 2020; Wu, 2019). In the human resources economy, the skills of an entrepreneur can be learned, educated, and developed (Sharma, 2016). Such competencies are

important because entrepreneurship is for a unique person an ability to take advantage of opportunities and courage to take risks. The condition makes not all starters of the business successful; Entrepreneurship as a buffer of the national economy has become a program of world economic development (Savrul, 2017; Valliere & Peterson, 2009). The study of entrepreneurship is an important issue in achieving social welfare from how to do business, what its competence, and how to manage a business in today's digital age to prosperity.

The government's economic system is an important part of encouraging the development of entrepreneurship, especially for the younger generation who wants to compete internationally. It requires the right policies on the management on the part of entrepreneurs, especially social entrepreneurs. Social entrepreneurs are people who have innovation and creativity potential to solve problems in society.

In Uganda, Small and Medium Enterprises (SME) have a role to play in the economy. A number of scholars have recognized entrepreneurship as important to small business enterprises (Ligthelm, 2008; Kongolo, 2010: 2291; Sebikari, 2014). Kongolo (2010) suggested that both small business and entrepreneurship form the hub of economic development by absorbing productive resources at all levels of the economy.

Beyond what has been said, Rafi et al (2013) indicate that starting new businesses is the most form of entrepreneurship. According to Walter et al (2004) entrepreneurship focuses on the startup of new firms and ventures. In order for SMEs to thrive and perform to their full potential, various factors have to operate in harmony. Entrepreneurship capital, entrepreneurial knowledge and capacity factors can be major determinants of entrepreneurial performance.

2.2.2 Social protection

Social protection refers to a measure established by the State to maintain or provide income to an individual or group. These benefits may be provided in cash or kind, with intent to protect beneficiaries when all other forms of income have been disrupted or when heavy expenditure is to be incurred (UN, 2019). Various ILO and United Nations (UN) conventions and instruments have defined Social protection as a basic human right.

The term is interpreted and applied differently in various jurisdictions. For example, in USA, Social protection primarily includes benefits provided by the state to Old Age, Survivors and Disability Insurance Programme run through the Social protection Administration, while other measures are part of general ‘social welfare’ efforts. Alternatively, the European Union uses the term ‘social protection’, which includes even voluntary schemes not set up by legislation (Smith 2017).

The traditional definition of social protection, as was laid out in the second chapter of this report, views it as a product of state action. However, such a definition misses out on several other non-state initiatives, such as private sector products and community support, which generate their own manner of a safety net for citizens, and in this case, entrepreneurs. Interestingly, some of the first social protection initiatives can be traced back to programmes implemented by employers for their workers in 19th century in France.

These initiatives provided several social protection benefits such as subsidized medical care, allowances due to work-related injuries, old age benefits, family benefits, etc. with some employers even offering food allowances, interest free credit and savings initiatives. These were largely provided through facilities belonging to and operated by employers, as well as financed through employer and employee contribution to assistance funds (ILO, 2018).

2.2.3 Entrepreneurial competence

Entrepreneurial competence is an important factor that determines the success or failure of the organizations. In general, competencies have been defined as combined and integrated components of knowledge, skills, and attitudes." (Kyndt & Baert, 2015). Entrepreneurial knowledge is a key factor of employment creation, wealth creation, and expansion. The companies must behave entrepreneurially in order to have a competitive advantage over competitors. Therefore entrepreneurial behaviours are a critical success factor to sustain competitive advantage on the market. (Nwachukwu, Chládková, & Žufan, 2017). The aim of this paper is to identify the entrepreneurial competency and establish which competencies are key. The study allows to identify the key factors having a significant impact on the success of entrepreneurs in the market. The paper is structured as follows: section two presents a literature review about the role and importance of the entrepreneurial competencies. Section three describes and explains the methodology of own research. Section four presents the results of the data analysis; and provides an interpretation of the findings.

These are the characteristics of an entrepreneur, referred to as entrepreneurial competences, which enable the establishment, survival and development of a business enterprise. These elements of competence are subject to varying degrees of change (Glinka & Gudkova, 2011).

2.3 Relationship between variables

2.3.1 Social protection and entrepreneurial performance

Stronger state-level social protection has the ability to encourage individuals with some general skills (compared to those with limited general skills) to start businesses in knowledge-intensive industries and this improves entrepreneurship performance of any economy that implements it (Kim, Lee, & Reynolds, 2012). At the same time, stronger state-level social protection will

discourage individuals with high levels of general skills to start businesses in knowledge-intensive industries.

The sets of product market strategies, employee skill trajectories, and social, economic, and political institutions that enable them are known as "welfare production regimes," and these social protection programs constitute specific welfare production regimes. (Estévez-Abe and colleagues, 2001). We contend that these regimes may enable individuals to engage in entrepreneurial activity on possibilities that match their skill sets by encouraging the development of certain abilities in well-established enterprises. We also propose that variations in the relative distribution of entrance into knowledge-intensive sectors across industrialized nations may be explained by variations in social safety programs and this improves entrepreneurship performance.

In this study Miles and Huberman's (1984) techniques of analyzing, displaying and managing qualitative data such as tables and graphs were used. The findings from profiling incubators reveal that there are many incubators operating in Kampala. The National Population Census Report of 2014 estimated Kampala's population at about 1.5 million people. This partly explains the reason for the heavy concentration of incubators in Kampala. More so, Kampala is the central business district (CBD) of Uganda.

While policy emphasis on social protection is evident from the literature available, most of the research in India has focused on understanding the impact of social protection policies and the need for policies to cover groups such as farmers and unorganized labour. For example, while initiatives like setting up of the National Commission for Enterprises in the Unorganized Sector (NCEUS, 2004) to look into livelihood conditions and social protection for unorganized workers have been taken, there is an absence of literature on social protection frameworks for

entrepreneurs in India. Therefore, where required, this report draws from the international experiences in social protection and entrepreneurship performance.

What draws people away from entrepreneurship and towards employment? A European Union (EU) report on Entrepreneurship in the EU and abroad, found that, of respondents who favoured employment over entrepreneurship, 71% cited job protection and 41% cited stable income as one of the reasons for their preferences (European Commission, 2012). Similarly, it has been argued that, the existence of an iron rice bowl scheme which guaranteed jobs in the public sector in China was a cause for the lack of entrepreneurial activity (Yueh, 2008).

The presence of social protection benefits in employment entails another opportunity cost for entrepreneurship (Hessels, et al. 2007). A study conducted in the USA in 2011 found that single women who had no health coverage were 10% less likely to be self-employed (Lurie and Heim 2010). Health coverage is only one form of social insurance and similar effects were found even with provision of different forms of social protection benefits, in other studies as well.

2.3.2 Entrepreneurial competences and entrepreneurial performance

Entrepreneurial competences can be viewed as essential personal qualities to succeed as an entrepreneur (Shane, Locke, & Collins, 2003). Man, Lau, & Chan, 2002 also refer to entrepreneurial competences as entrepreneurial "motives" or "motivational concepts" and "motivations," which emphasize how a person can be characterized as a successful entrepreneur.

The key distinctive competence of small firms is the experience, knowledge, and skills of the owners and workers. Some research also found that social competencies (i.e. ability to interact effectively with others as based on discrete social skills) are a driver for higher financial performance (Baron and Markman, 2000; 2003). Pool and Sewell (2007) revealed the

importance of skills and knowledge of graduate students. Entrepreneurship is neither science nor art. It is a discipline and practice. It has a knowledge base, and like any other discipline, it can be learned (Drucker, 1985). Entrepreneurship is a significant contributor to employment opportunities and generation of social and economic wealth (Chen et al., 2015). Cooper and Dunkelberg (1986) indicated that starting a business is not an easy task. It involves risk-taking, negotiating skills and taking initiatives.

Entrepreneurship is an innovative task of conceiving and molding a business by creating something where nothing existed before (Dohse & Walter, 2012). Darwish (2014) examined the role of knowledge and universities in forming entrepreneurial interests where knowledge is dynamic, rare, valuable and unlimitable. Arenius & Clercq (2005) argued that the employment choice of an individual to become an entrepreneur depends on traits, ability, and skills. McMullan and Long (1987), Darwish et al. (2019), Ullal et al. (2020) proposed that entrepreneurial education includes skill-enhancing subjects like negotiations, leadership, creative thinking, innovation, artificial intelligence and developing a new product.

Chen et al. (2015) claimed that entrepreneurial education could be used to endow the students with entrepreneurial skills that encourage them to take up entrepreneurship as a career. Chen also suggests that orthodox teaching encourages students to perform, reproduce and to be employed. In contrast, entrepreneurship appraises them to be self-judgmental and self-employed, which cannot be taught in orthodox learning. Raposo and Paco (2011) contended that education provides individuals with a sense of autonomy, independence, and self-confidence. Education also provides knowledge that can be used by individuals to develop new entrepreneurial opportunities. Giacomini et al. (2011) pointed out that participation and involvement in social club activities and innovative social practice encourage an individual to become creative.

According to Driessen, there are ten basic competencies that must be owned by an entrepreneur. For those competencies belong: need of achievement, need of autonomy, need of power, social orientation, self-efficacy, endurance; dan risk taking propensity. The skill components, such as: market awareness, creativity, and flexibility. (Ismail, Zain, & Zuliha, 2015) and (Bagheri & Pihie, 2014). Entrepreneurial self-efficacy is defined as "(...) a person's belief in his/her ability to successfully launch an entrepreneurial venture." (Khedhaouria et al., 2015).

In turn, entrepreneurial creativity is defined as the generation and implementation of novel, appropriate ideas to establish a new venture." (Khedhaouria et al., 2015). There are six entrepreneurial competencies: opportunity competencies, relationship competencies, conceptual competencies, administrative competencies, strategic competencies and commitment competencies (Minello, Scherer, & da Costa Alves, 2014).

2.3.3 Social protection and entrepreneurial competences on entrepreneurial performance

Recognizing this phenomenon, the Library of the European Parliament, in 2013, issued a legislative brief recommending that policy makers from the European member states may consider the provision of social protection benefits such as insurance against health and disability, to promote and strengthen entrepreneurship. The brief also noted however, that such benefits may result in higher tax impact on the self-employed which may affect the profit and motivations for entrepreneurship, therefore they must give favourable fiscal treatment to the self-employed (Davies, 2013).

Bacigalupo et al. (2016) indicate three competency areas and fifteen competencies which are the most critical success factors for entrepreneurs. To three main competence areas there belong: 'Ideas and opportunities', 'Resources', and 'Into action'. Each area includes five competencies, which together represent the core of entrepreneurship and develop the fifteen competencies.

(Nwachukwu et al., 2017). For an entrepreneur it is important to think ahead, to be creative and have a vision for the mid- term or even long-term goals. In addition, successful entrepreneurs become successful when they have the ability and wish to keep on learning to deal with new challenges. An orientation towards learning refers to the fact that successful entrepreneurs search for new knowledge and skills in order to develop themselves." (Kyndt & Baert, 2015).

Besides identifying and evaluating opportunities and risks, an entrepreneur should also be able to make important and clear decisions. Making decision and independence is an essential asset for entrepreneurs in order to move ahead and refers to the ability to decide what to do.

Interestingly, a survey found that business ownership for households which were newly eligible for food stamps under the Supplemental Nutrition Assistance Programme (SNAP) in the USA, went up by 16% indicating a rise in risk taking ability once social protection is provided in some form (Nobel, 2014).

This provides some fallback for entrepreneurs in case of business failure, and is a notch above the system in several other nations where an individual loses access to unemployment benefits if they start a business during the benefit period (Kauffman Foundation, 2016).

PARE took the extension of unemployment benefits a step further, by allowing entrepreneurs some income during the subsistence and growth phase of their business venture.

This programme was a success in that monthly business creation rates went up by 25%. Moreover, researchers found that these firms were productive, more likely to hire and paid higher wages, leading them to surmise that the loosening of benefits allowed more individuals to view entrepreneurship as a viable career path (OECD & European Union, 2018).

Other competencies mentioned in the literature that are considered important and influential for achieving entrepreneurship effectiveness, are the following: troubleshooting, negotiation skills, leadership, self-control, innovation, dynamism, self- confidence, ability to create and develop social networks, teamwork, responsibility, engagement and compromise. (Robles & Zárraga-Rodríguez, 2015). Dornelas expands these competencies adding future view, coherent decision, opportunity exploration, determination, dedication, optimism and passion, good relationships, organization, planning, acceptance of calculated risks and value creation to society. (Minello et al., 2014).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology that will be used to collect and analyze data for the study. It covers the research design, study population, sampling design, and sample size, sources of data, data collection instrument, measurement of variables, data analysis and presentation.

3.1 Research Design

A research design is the overall blueprint or strategy for the research (Amin, 2005). This study used a cross sectional research design which involves analysis of data collected from a population or sample at a specific point in time. This research design was chosen because it allows the researcher to form an opinion of a cross section of the population about a subject in a highly economical way and data collected using this design can be analyzed quantitatively using inferential statistics (Saunders *et al.*, 2009). At data collection stage, closed ended questionnaires were administered to selected respondents (owners/ managers) of SMEs in Nakawa Division.

3.2 Study population

The population consisted of SMEs operating in Nakawa Division are estimated 17,573 as per the Business and Licensing department on 30th September 2021 (Nakawa Division Commercial Report, 2021). Their exact number could not be established because some operate without licenses.

3.3 Sample size

Nakawa Division had a total population of 17,573 SME owners and a sample size of 381 was selected basing on Krejcie & Morgan (1970) table for determining the sample size. The study covered all the SMEs in the Nakawa division.

3.4 Sampling procedures

Simple random sampling method was used to select SMEs for the pilot study where all the 381 SMEs registered for tax purposes were written down on small pieces of paper and mixed in a box, 381 of them were randomly picked in accordance with Krejcie and Morgan (1970), this was the unit of analysis. This method of sampling gave an equal chance to each SME in the sampling frame that was chosen for pilot testing. The unit of inquiry was one person per SME which was either the manager or the owner of the business.

3.5 Sources of Data

The source of data was primary. The quantitative data was obtained through the use of self-administered questionnaire anchored on a five-point Likert-type scale ranging from 5(strongly agree) to 1(strongly disagree) Vagias, Wade. (2006). This allowed the respondents to express their opinions on a wide scale and it is more effective when dealing with quantitative data. The respondents answered basing on the extent to which they agree or disagree with the statements in the questionnaire.

3.6 Data collection instrument and procedure

The study used questionnaire method to collect data from the respondents. Questionnaire method is preferred because the study is concerned mainly with the views, perception, feelings of SME owners and description of their business start-up status, which cannot be directly observed. The study adopted a structured questionnaire with close ended questions. These were rated using a 5

– point Likert Scale, this scale was chosen because an even Likert scale enables the researcher to extract specific information from the respondents on scenarios they have already experienced as it is in the case of SME owners/managers.

3.7 Measurement of variables

Social protection was measured using social assistance, social insurance and social security by Torm (2019). In this case business owners looked at how they have protection over their business.

Entrepreneurial competence as a Managerial Competence was conceptualized in terms of entrepreneurial, managerial, personal and human relational based on Dawa et al (2021) refers to the extent to which information is developed or learned through experience, study or investigation and the items to measure it were anchored on a four pointer Likert scale of 1 to 6.

Entrepreneurial performance was measured basing on the three items from new branches opened, capital assets acquired and profits accumulated (Weiblen & Chesbrough, 2015; M'Chirgui, 2012).

3.8 Validity and Reliability of the Instruments

The validity of the instrument was ensured by using a Content Validity Index (CVI). To ensure validity, the instruments were given to the experts after the supervisor had passed the instrument to rate the different constructs in the instrument and thereafter a CVI was run using the cousin formula to see if all the questions are relevant or not. After running the CVI, statements and or questions that were found irrelevant were dropped from the instrument basing on the values that were obtained. If the values obtained were above 0.65, the instrument would be deemed valid. This is supported by Kothari (2014), who argues that an instrument is deemed valid if the values obtained are greater than 0.65.

$$\text{CVI} = \frac{\text{Number of items rated relevant}}{\text{Total number of items}} \times 100\%$$

3.9 Reliability of the instrument

Reliability of the questionnaire items was tested using the Cronbach's alpha coefficient. The reliability of the questions used to assess all the variables that include social protection, entrepreneurship competences and entrepreneurial performance in Nakawa Division Uganda need to have reliability values above 0.7, which is the minimum value that is statistically recommended.

Table 3.1: Validity and reliability

Variable	CVIs	Cronbach's Alpha	NO. of Items
1. Social protection	0.874	0.923	15
2. Entrepreneurship competences	0.789	0.822	25
3. Entrepreneurial performance	0.785	0.976	8

3.10 Data Processing and Analysis

Data from the field was processed and analyzed using Statistical Package for Social Scientists (SPSS version 21). The data was cleaned by checking for missing values and outliers. Given the nature of the research objectives and hypotheses, parametric tests were used as the main analyses. Data analysis techniques adopted included Pearson's correlation and regression analysis.

3.11 Ethical considerations

The major ethical problem anticipated in this study was the privacy of the subjects and confidentiality of their information. To ensure privacy, the subjects were informed upfront that indeed their names were not to be required (Mugenda & Mugenda, 2003). To ensure confidentiality, the respondents were informed beforehand that the information they gave was to

be solely used for academic purposes and data obtained on private matters was to be treated with confidentiality (Amin, 2005).

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

This chapter presents the findings of the study generated from data analysis and relevant interpretations in relation to the objectives of the study and the research questions. It includes descriptive statistics, Pearson correlations and multiple regression analysis. The results were presented in an effort to satisfy the following research objectives;

- i) To examine the relationship between social protection and entrepreneurial performance in Nakawa Division Uganda.
- ii) To examine the relationship between entrepreneurship competences and entrepreneurial performance in Nakawa Division Uganda.
- iii) To examine the relationship between social protection and entrepreneurship competences on entrepreneurial performance in Nakawa Division Uganda.

4.1 Response rate

Out of the 381 businesses that were targeted, the researcher managed to collect data from 364 this made the response rate 96% which is sufficient enough to represent the sample targeted.

Demographic characteristics of the owners/managers of SMEs

Respondents were asked to provide information regarding their demographic profile which included gender, age bracket, level of education, marital status and whether they have ever attended any training in financial management as shown in the table below.

The demographics of the owners/managers of SMEs in Nakawa Division Uganda was distributed as indicated in Table 4.1.

Table 4.1: Distribution by demographic characteristics of the owners/managers

Category	Items	Frequency	Percent
Gender	Male	193	53.0
	Female	171	47.0
Age bracket	10-20	86	23.6
	21-30	111	30.5
	31-40	116	31.9
	41-50	43	11.8
	Above 50	8	2.2
Level of education	Primary certificate	72	19.8
	Secondary certificate	86	23.6
	College certificate	121	33.2
	Diploma	76	20.9
	Bachelors	9	2.5
	Total	364	100

The findings indicate that majority of the small business owners/managers are male at (53%) which means that they own/ control businesses more than their female counterparts who accounted for 47% but this did not have an impact on the results since the study is not gender sensitive; the finding further indicate that majority of the respondents were between 31-40 years age bracket at 31.9% followed by 21 -30 at 30.5% and the least group being those who were above 50 years (2.2%), this implied that SMEs were occupied by young energetic Ugandans who tried their best to be innovative and find a living for their children.

Most of the respondents that filled the questionnaires were College Certificate holders at (33.3%) followed by Secondary Certificate holders at (23.6%) and least group were Bachelors Degree holders (2.5%). This implied that most of the small business owners/managers were not highly educated and this could be impacting negatively on their entrepreneurial performance.

Concerning their marital status, the findings indicate that majority of the respondents were married (60.2%) and these were followed by the singles who accounted for 33% and the

divorced/separated were the least with 6.9%. this implies that these businesses are occupied with most responsible people who try to find a living for their children and this calls for more innovation for entrepreneurial performance.

Demographic characteristics of SMEs

The demographic characteristics of SMEs were distributed as indicated in Table 4.2

Table 4.2: Demographic characteristics of the SMEs

Category	Items	Frequency	Percent
Age of the Business	Less than 2years	226	62.1
	2-5years	74	20.3
	6-10years	55	15.1
	more than 10years	9	2.5
Number of employees	Less than 10	267	73.4
	11-20	91	25.0
	21-30	4	1.1
	31-40	2	.5
	Total	364	100.0

Respondents were asked different questions related to business specific characteristics that would otherwise influence entrepreneurial performance. Respondents were asked to indicate the age of the business, number of employees, and their daily income as shown in table 4.2.

Results presented in Table 4.3 above indicate that most of the businesses had been in existence for less than 2 years (62.1%) followed by 2-5 years (20.3%) and the least had existed for more than 10 years (2.5%), this implied that most business don't survive for a long period of time though others can learn from those which had existed for more than 10 years.

4.2 Pearson Correlation matrix

Pearson's Correlation analysis was conducted to measure the strength of linear associations between the study variables and is denoted by r . The Pearson correlation coefficient, r , can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable. A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases. The study variables were measured on a continuous scale, and thus Pearson correlation was found to be the most appropriate to test the relationships between the variables.

Table 4. 3: Correlation Matrix

Variables	1	2	3
Social protection-1	1		
Entrepreneurial Competences-2	.587**	1	
Entrepreneurship performance-3	.521**	.657**	1

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

The relationship between social protection and entrepreneurial performance in Nakawa Division Uganda

The results in Table 4.3 indicate that there is a positive significant relationship between social protection and entrepreneurial performance in Nakawa Division Uganda at 99% level of confidence ($r=.521$, $p<.01$). This implies that any positive change in social protection will result in to a positive change in entrepreneurial performance. Furthermore, the results indicated that all dimensions of social protection (social assistance, social insurance and social security) had a positive significant relationship with entrepreneurial performance.

The relationship between entrepreneurship competences and entrepreneurial performance in Nakawa Division.

The results in Table 4.3 indicate that there is a positive significant relationship between entrepreneurship competences and entrepreneurial performance in Nakawa Division at 99% level of confidence ($r=.657$, $p<.01$). This implies that any positive change in entrepreneurship competences will result in to a positive change in entrepreneurial performance. Furthermore, the results indicated that all dimensions of entrepreneurship competences (entrepreneurial knowledge, entrepreneurial abilities and entrepreneurial skills) have a positive significant relationship with entrepreneurial performance.

The relationship between social protection and entrepreneurship competences on entrepreneurial performance in Nakawa Division Uganda

4.3 Regression analysis

The regression analysis was used to examine the relationship between social protection and entrepreneurship competences on entrepreneurial performance in Nakawa Division and the results are presented in Table 4.4.

Table 4.4: Multiple regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.697	.277		-2.516	.012
	Social protection	.302	.070	.207	4.336	.000
	Entrepreneurial Competences	.991	.089	.535	11.191	.000
		Adjusted R Square		F	Sig.	
	R	R Square				
	.678 ^a	.459	.456	153.253	.000 ^b	

a. Dependent Variable: Entrepreneurship performance

The results in Table 4.4 indicated that social protection had significant relationship with entrepreneurial performance (Beta =.207, $p<.01$). This implied that a unit increase in social protection would result in to 0.207 units increase in entrepreneurial performance.

In addition, the results indicated that entrepreneurial competences had a positive significant relationship with entrepreneurial performance (Beta =.535, $p<.01$).

This implied that a unit increase in entrepreneurial competence would result in to 0.535 units increase in entrepreneurial performance.

Finally the results indicated that 45.6% Adjusted R Square =.456) of the variations in entrepreneurial performance were explained by social protection and entrepreneurial competences and this further implies that the remaining 54.4% is explained by other factors not considered in this study.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses all the findings reported in chapter four based on the research questions and objectives, draws conclusions of the study, outlines the limitations of the study and proposes areas for further research.

5.1 Discussion of findings

5.1.1 The relationship between social protection and entrepreneurial performance

The findings indicate that there is a positive significant relationship between social protection and entrepreneurial performance in Nakawa Division. This implies that any positive change in social protection will result into a positive change in entrepreneurial performance. This further implies that improvement in social assistance in terms of monthly coupons or happy hour by managers, having social assistance as part of yearly plan, and ensuring that workers' welfare is given a priority; this will improve entrepreneurial performance.

In addition, improvement in social insurance in terms of ensuring that all workers are insured, as well as insuring the business itself will result in to an improvement in entrepreneurial performance. Finally, it can be indicated that improvement in social security where by the employer tops up on the employees NSSF contributions and putting in place an annual recognition and awards will improve entrepreneurial performance.

These findings were also advocated for by Miles and Huberman's (1984) who indicated that techniques of analyzing, displaying and managing qualitative data such as tables and graphs were used.

The findings from profiling incubators reveal that there are many incubators operating in Kampala. The National Population Census Report of 2014 estimated Kampala's population at about 1.5 million people. This partly explains the reason for the heavy concentration of incubators in Kampala. More so, Kampala is the central business district (CBD) of Uganda.

While policy emphasis on social protection is evident from the literature available, most of the research in India has focused on understanding the impact of social protection policies and the need for policies to cover groups such as farmers and unorganized labour. For example, while initiatives like setting up of the National Commission for Enterprises in the unorganized Sector (NCEUS, 2004) to look into livelihood conditions and social protection for unorganized workers have been taken, there is an absence of literature on social protection frameworks for entrepreneurs in India. Therefore, where required, this report draws from the international experiences in social protection and entrepreneurship performance.

5.1.2 The relationship between entrepreneurship competences and entrepreneurial performance

From the findings, it was indicated that there is a positive significant relationship between entrepreneurship competences and entrepreneurial performance in Nakawa Division. This implies that any positive change in entrepreneurship competences will result in to a positive change in entrepreneurial performance. This further asserts that when the entrepreneurial knowledge improves in terms of dealing with work related activities, dealing with the needs of customers, latest information required to execute duties as well as being innovative; this will improve entrepreneurial performance. In addition, when entrepreneurial abilities are enhanced in terms of controlling the flow of work, controlling employees' work, determining job priorities, determining the objectives/goals of the business and upholding work procedures and standards,

this will improve entrepreneurial performance. Finally when managers or owners of the business have entrepreneurial skills which can enable them in identifying and meeting customer needs, skills in enhancing high quality performance, skills in motivating employees, and being able to be open-minded and being able to listen to the needs of the employees and customers, this will improve entrepreneurial performance.

These findings coincide with Chen et al. (2015) who claimed that entrepreneurial education could be used to endow the students with entrepreneurial skills which devise them to take up entrepreneurship as a career. Chen also suggests that orthodox teaching teaches students to perform, reproduce and to be employed. In contrast, entrepreneurship apprises them to be self-judgmental and self-employed, which cannot be taught in orthodox learning. Raposo and Paco (2011) contended that education provides individuals with a sense of autonomy, independence, and self-confidence. Education also provides knowledge that can be used by individuals to develop new entrepreneurial opportunities. Giacomini et al. (2011) pointed out that participation and involvement in social club activities, innovative social practice and encouraging students to

According to Driessen there are ten basic competencies that must be owned by an entrepreneur. For those competencies belong: need of achievement, need of autonomy, need of power, social orientation, self-efficacy, endurance; dan risk taking propensity. The skill components, such as: market awareness, creativity, and flexibility. (Ismail, Zain, & Zulihar, 2015) and (Bagheri & Pihie, 2014). Entrepreneurial self-efficacy is defined as "(...) a person's belief in his/her ability to successfully launch an entrepreneurial venture." (Khedhaouria et al., 2015). In turn, entrepreneurial creativity is defined as the generation and implementation of novel, appropriate ideas to establish a new venture." (Khedhaouria et al., 2015). There are six entrepreneurial competencies: opportunity competencies, relationship competencies, conceptual competencies,

administrative competencies, strategic competencies and commitment competency (Minello, Scherer, & da Costa Alves, 2014)

5.1.3 The relationship between social protection and entrepreneurship competences on entrepreneurial performance

From the findings, it was confirmed that indicate that social protection has significant relationship with entrepreneurial performance and this was the same case with entrepreneurial competences which was also confirmed to have a positive significant relationship with entrepreneurial performance as it was indicated by regression results. The results also indicated that a god percentage of the variations in entrepreneurial performance is explained by social protection and entrepreneurial competences as indicated in chapter four and this further implies that the remaining is explained by other factors not considered in this study. This further implies that improvement in improvement in entrepreneurial competence and social protection will result in to an improvement in entrepreneurial performance.

These findings are in line with Bacigalupo et al. (2016) who indicated that three competency areas and fifteen competencies which are the most critical success factors for entrepreneurs. To three main competence areas there belong: 'Ideas and opportunities', 'Resources', and 'Into action'. Each area includes five competencies, which together represent the core of entrepreneurship and develop the fifteen competencies. (Nwachukwu et al., 2017). For an entrepreneur it is important to think ahead, to be creative and have a vision for the mid- term or even long-term goals. In addition, successful entrepreneurs become successful when they have the ability and wish to keep on learning to deal with new challenges. An orientation towards learning refers to the fact that successful entrepreneurs search for new knowledge and skills in order to develop themselves." (Kyndt & Baert, 2015). Besides identifying and evaluating

opportunities and risks, an entrepreneur should also be able to make important and clear decisions. Making decision and independence is an essential asset for entrepreneurs in order to move ahead and refers to the ability to decide what to do. Interestingly, a survey found that business ownership, for households which were newly eligible for food stamps under the Supplemental Nutrition Assistance Programme (SNAP) in the USA, went up by 16% indicating a rise in risk taking ability once social protection is provided in some form (Nobel, 2014).

Significance

From my findings, business owners will be guided to note that in order to make profit and grow, they ought to motivate their employees by ensuring that their welfare is given a priority in terms of NSSF contribution, medical insurance cover among others.

The findings will also help government in ensuring that they put in place incentives like tax holidays, subsidized license fees, cheap power so that young Entrepreneurs are supported or else most startups won't see their first birthday.

My findings will help in informing business owners that there is need to constantly update themselves with new skills/competences so as to compete favourably. The world is changing very fast and so is the mode of operation engineered by Technology. Constant retooling and updating managerial skills are no longer an option but a prerequisite.

5.2 Conclusions

This study, aimed at establishing the relationship between social protection, entrepreneurship competences and business entrepreneurial performance in Nakawa Division Uganda. It was guided by the following objectives; To examine the relationship between social protection and entrepreneurial performance in Nakawa Division Uganda, to examine the relationship between

entrepreneurship competences and entrepreneurial performance in Nakawa Division Uganda and to examine the relationship between social protection, entrepreneurial competences and entrepreneurial performance in Nakawa Division Uganda.

Since the research objectives were seeking relationship between the study variables, inferential statistics were used (correlation and regression analysis). Out of the 381 businesses that were targeted, the researcher managed to collect data from 364 which was sufficient enough to represent the sample targeted.

It was found out that social protection and entrepreneurship competences have a positive significant relationship with entrepreneurial performance in Nakawa Division Uganda. Implying that any positive change in any of the two variables would result in to a positive change in entrepreneurial performance.

It can finally be concluded that social protection and entrepreneurial competences have significant relationship with entrepreneurial performance and this was the same case with entrepreneurial competences which was also confirmed to have a positive significant relationship with entrepreneurial performance as it was indicated by regression results. The results also indicated that 45.6% of the variations in entrepreneurial performance is explained by social protection and entrepreneurial competences and this further implies that the remaining 54.4% is explained by other factors not considered in this study.

5.3 Recommendations

Based on the findings, discussion and conclusion, it can be recommended that, there is need to improve social protection in terms of social assistance, social security and social insurance. This can be in terms of providing additional savings to the NSSF contribution for the employees, this will improve on the entrepreneurial performance

There is also need to improve on the entrepreneurial competences of the managers/owners, this can be done through training of the management in order to enhance their skills, abilities and knowledge so that they can be innovative and stand a position to come up with new ideas that can improve entrepreneurial performance.

Finally it can be recommended that, there is need to have a combination both social protection and entrepreneurial competence improved at the same time since they explain 45.6% of the variations in entrepreneurial performance. This is because when the employees are sure of the social protection where by the management sends employees' NSSF money in time and also the management being in position to have the necessary skills, abilities and knowledge, this will improve entrepreneurial performance.

5.4 Limitations of the study

Due to corona pandemic, the researcher found it had to organise all the members of respondents due to fear of the spread of the corona virus, it required more time to collect data (the whole one month) to keep social distance and other standard operating procedures.

There was limited willingness to respond to questionnaires by respondents because they found it time-consuming. The researcher tried to explain each question to simplify the complexity of the questions in the interview guide.

Language barrier in some instances whereby some respondents were not good at English; some would hide some vital information while others chose to ignore and I moved to others.

5.5 Areas for further research

- i. The study adopted a cross-sectional design where data is collected at one point in time and the findings from such studies are always limited to the current period only. Hence, future studies should look at a longitudinal research design entrepreneurial performance can be studied.
- ii. The study was restricted to a qualitative approach using interview guides to elicit information from the respondents, meaning the relationship between the study variables couldn't be looked at quantitatively.
- iii. Further research should be conducted to investigate other determinants of entrepreneurial performance to get more conclusive report.

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APPENDIX 1: QUESTIONNAIRE

MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

Dear Respondent,

I am a post graduate student, pursuing a Master's Degree in Business Administration. I am undertaking a study on ***“Social security, entrepreneurship competence and business start-up in Nakawa division, Kampala District”*** as a partial fulfillment for the award. You have been identified as a resourceful person to this study. Please take a few minutes of your precious time to answer the following questions. Whatever response you give is purely for academic purposes and will be kept with utmost confidentiality. Thank you so much in advance.

For official use

Data entry ID Date.....

Section A: Background Information

For each of the following questions, please tick what applies to you.

Ai.Bio data

1. Gender Please indicate your gender

(1) Male ☐ (2) Female ☐

2. Age Indicate your age bracket

(1) 10-20 ☐ (2) 21-30 ☐ (3) 31-40 ☐ (4) 41-50 ☐ (5) above 50 ☐

3. Education Select your highest level of education qualification

(1) Primary certificate ☐ (2) Secondary certificate ☐ (3) College certificate ☐

(4) Diploma ☐ (5) Bachelors ☐ (6) Masters and above

4. Status Indicate your marital status

(1) Married ☐ (2) Single ☐ (3) Divorced ☐

5. Entredu Have you ever received any training concerning financial management?

(1) Yes ☐ (2) NO ☐

AiiBusiness characteristics

1. b age How old is this current business?

(1) Less than 2years ☐ (2) 2-5years ☐ (3) 6-10years ☐ (4) more than 10years ☐

2. n workers Indicate your current number of employees

(1) Less than 10 ☐ (2) 11-20 ☐ (3) 21-30 ☐ (4) 31-40 ☐ (5) 41-50 ☐

3. Income What is the level of your daily business income?

(1) Under shs 60,000/ ☐ (2) Shs 60,000/- to less than shs 166,000/ ☐ (3) Shs 166,000/- to less than shs 833,000/- ☐ (4) Shs 833,000/- to less than shs 4,166,000/- ☐

(5) Shs 4,166,000/- or more ☐

SECTION B:

Social Protection

Here are some indicators of social security. Kindly tick the appropriate response that applies to you as provided 1-**Strongly Disagree (SD)**, 2-**Disagree (D)**, 3-**Moderately Disagree (MD)**, 4-**Moderately Agree (MA)**, 5-**Agree (A)** and 6-**Strongly Agree (SA)**.

Social assistance

Sa1	We plan for social assistance every month	1	2	3	4	5	6
sa2	Social assistance is part of our yearly plan	1	2	3	4	5	6
sa3	We assist our workers on social security	1	2	3	4	5	6
sa4	We plan for our employees	1	2	3	4	5	6
	Social insurance	1	2	3	4	5	6
Si1	All our workers are insured	1	2	3	4	5	6
Si2	Our business is insured	1	2	3	4	5	6
Si3	All our assets are insured	1	2	3	4	5	6
Si4	We pay NSSF for our workers every month	1	2	3	4	5	6
Si5	We insure all our business activities	1	2	3	4	5	6
	Social security	1	2	3	4	5	6
ss1	All our employees are given NSSF contribution	1	2	3	4	5	6
ss2	Monthly percentage from employee salary is deducted for NSSF contribution	1	2	3	4	5	6
ss3	We have plans for employees security yearly	1	2	3	4	5	6
ss4	We make social security compulsory for every worker	1	2	3	4	5	6

	Entrepreneurial Competences.
Code	<i>Here are some indicators of managerial competences, kindly tick the appropriate response</i>
Entrepreneurial	
<i>How much do you know about the following managerial tasks,</i> Under this section, you are required to give your opinion based on the keys provided 1-Strongly Disagree (SD), 2-Disagree (D), 3-Moderately Disagree (MD), 4- Moderately Agree (MA), 5-Agree (A) and 6-Strongly Agree (SA).	

en1	Creativity & Innovation skills	1	2	3	4	5	6
en2	Ability to Envision/Taking Advantage of opportunity	1	2	3	4	5	6
en3	Formulating and Implementing Strategies	1	2	3	4	5	6
en4	Scanning Environment for New Opportunities	1	2	3	4	5	6
	Management	1	2	3	4	5	6
ma1	Familiarity with the Market	1	2	3	4	5	6
ma2	Acquisition of Appropriate Resources	1	2	3	4	5	6
ma3	Planning Business Activities	1	2	3	4	5	6
ma4	Marketing and Sales	1	2	3	4	5	6
ma5	Managing the Financials	1	2	3	4	5	6
Ma6	Operational Systems Development	1	2	3	4	5	6
Ma7	Ability to Use Technology	1	2	3	4	5	6
Ma8	Business Administration						
Ma9							
	Human Relations	1	2	3	4	5	6
Hr1	Ability to Delegate authority and Responsibility						
Hr2	Motivate Others	1	2	3	4	5	6
Hr3	Hiring Skills	1	2	3	4	5	6
Hr4	Monitoring Employee Performance	1	2	3	4	5	6
Hr5	Human Relation Skills	1	2	3	4	5	6
	Personal	1	2	3	4	5	6
ps1	Decision Making Skills	1	2	3	4	5	6
ps2	interpersonal Skills	1	2	3	4	5	6
ps3	Perseverance	1	2	3	4	5	6

ps4	Self-Confidence	1	2	3	4	5	6
ps5	Communication Skills	1	2	3	4	5	6
ps6	Negotiation Skills	1	2	3	4	5	6
ps7	Self-Management	1	2	3	4	5	6

Entrepreneurship performance

	<i>Over the last 3 years, the business's</i>	Less than 2%	2-3%	4-5%	6-7%	8-9%	10 and above
bs1	Branches have steadily increased by.....	1	2	3	4	5	6
bs2	The profits have steadily increased by...	1	2	3	4	5	6
bs3	Sales revenue has increased by....	1	2	3	4	5	6
bs4	Total assets have increased by....	1	2	3	4	5	6
bs5	Total cost of operation has increased by...	1	2	3	4	5	6
bs6	Return on sales has increased by....	1	2	3	4	5	6
bs7	Return on capital has increased by..	1	2	3	4	5	6
bs8	Cash levels have improved by.....	1	2	3	4	5	6

Appendix 2: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: “N” is population size
“S” is sample size.

Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, Educational and Psychological Measurement, 1970

Appendix 3: Normal Distribution Curves

