



MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

**SOCIAL NETWORKS, ENTREPRENEURIAL COMPETENCIES AND GROWTH
OF WOMEN OWNED BUSINESSES IN THE INFORMAL SECTOR OF UGANDA.
A CASE OF WOMEN ENTREPRENEURS IN NAKAWA DIVISION OF KAMPALA
DISTRICT**

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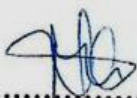
**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS
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MAKERERE UNIVERSITY**

PLAN A

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DECLARATION

I hereby declare that this research dissertation is a direct result of my own original ideas and has never been submitted to any institution of higher learning for any academic award.

Signature:  Date: 16th - March - 2022

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APPROVAL

This is to certify that this research proposal has been submitted with our approval as University supervisors.

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DEDICATION

This work is dedicated to my dear parents, Mr. Senyonjo Dick and Mrs. Senyonjo Justine, my ninety four year old grandmother Ms. Nakamanya Solome who is currently on oxygen support battling with covid 19, my brothers and sisters (the Senyonjos) but more especially my big brother Mr.Sekayombya Brian Dennis whose support and company created the atmosphere that enabled me finish this research.

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LIST OF ACRONYMS

CVI	Content Validity Index
SPSS	Statistical Package for Social Scientists
KCCA	Kampala Capital City Authority
UWEAL	Uganda Women Entrepreneurs Association Limited
MSME	Micro, Small and Medium Enterprises
WED	Women's Entrepreneurship Development
WMI	Women's Microfinance Initiative

ABSTRACT

The study examined the relationship between social networks, entrepreneurial competencies and growth of women owned businesses in the informal sector in Nakawa Market, Kampala district. It was grounded on the following study objectives: to examine the relationship between social networks and growth of women owned businesses, to examine the relationship between entrepreneurial competencies and growth of women owned businesses and to examine the combined effect between social networks and entrepreneurial competencies on the growth of women owned businesses. A cross-sectional research design was adopted along with a quantitative research approach. In this study, 217 respondents were sampled; however, only 175 respondents returned the questionnaires representing a response rate of 80.6%. The data were collected using questionnaires. Quantitative data analysis was done using regression and correlation analysis.

Study findings revealed that there is a significant positive relationship between social networks, entrepreneurial competencies and growth of women owned businesses in Nakawa Market in Kampala District. Findings revealed that social networks enable women entrepreneurs to obtain access to information which reduces several expenses which may be incurred when gathering such information. It was further observed that entrepreneurial competencies can positively affect the expansion and competitiveness of women businesses. The study recommends that women entrepreneurs need to ensure that they find social groups where they can obtain information in a cost efficient and reliable manner. It is also recommended that government should implement policies that offer lenience for women entrepreneurs in obtaining financial facilities and accessing business infrastructure such as marketing.

CHAPTER ONE

1.1 Background of the Study

Globally, a growing number of women have started and are running businesses (de Haan, 2016). Today, several scholars acknowledge women entrepreneurs as a vehicle of development (Batool, 2017; Hechavarria, Bullough, Brush & Edelman, 2019). The role of women entrepreneurs therefore cannot be underestimated as they contribute to the well-being of an economy (Welsh, Memili & Kaciak, 2016). In developing economies, they have also been often labeled as the fresh engines for progress (Gupta & Mirchandani, 2018). According to UN women (2015) and Rani and Hashim (2017), women entrepreneurs are instrumental in reducing and eliminating poverty among societies. Additionally, women entrepreneurs generate incomes for their homes, create jobs for their societies and sell goods and services that create new value for the world (Kelley, Baumer, Brush, Greene, Mahdavi, Majbouri, Cole, Dean & Heavlow, 2017).

In most developing economies including Uganda, a big number of women entrepreneurs start and run their businesses in the informal sector. In the informal sector, businesses are not registered, not regulated, not taxed, lack a trading license and often operate from streets, open markets, homes and other informal places. One of the informal places that inhabit women entrepreneurs is Nakawa market which is one of Kampala's largest food markets under management of Kampala Capital City Authority providing thousands of direct and indirect economic opportunities. The Market is located along the Kampala–Jinja Highway, in the neighborhood of Nakawa, in Kampala's Nakawa Division. According to the New Vision published on 8th March 2017, the market has over 112,672 vendors majority of which are women dealing in foodstuffs, vegetables, clothes, shoes and beddings among others.

Recent research on entrepreneurship indicated that Uganda is the most entrepreneurial country worldwide with an entrepreneurial rate of over 28 percent and still Uganda emerged highest on grounds of women entrepreneurship globally (Nduhura, 2019). Additionally, based on MasterCard reports, it is estimated that about 34.8% of Ugandan businesses are established and operated by women entrepreneurs (MIW, 2016). Over the past decade, women entrepreneurs steadily lead the Micro, Small and Medium Enterprise (MSME) sector in Uganda with the number of women owned business outnumbering that of men owned businesses by over 1.5 times (236% compared to 153 %) (Fred, Nduhura & Ronald, 2018). In the same manner, Mugabi (2014) indicated that the percentage of businesses owned by women entrepreneurs has increased by 19%, up from 37%.

To ensure consistent increase in number and high growth of women entrepreneurs in Uganda, a number of initiatives have been put in place by both government and private sector. These include Women's Entrepreneurship Development (WED) Programme for promoting women's entrepreneurship, Support for Growth-Oriented Women Entrepreneurs in Uganda, Girl Entrepreneurship Programme, Uganda Women Entrepreneurs Association Limited (UWEAL), DFCU Bank Women in Business programme, the Women's Microfinance Initiative (WMI), the Support Women's Entrepreneurship program (SWEP programme), Strengthening Women in Enterprise Project (SWEP) II under Enterprise Uganda to empower women and improve their economic livelihood (Nduhura, 2019).

Despite of all the efforts established to accelerate the growth of women owned businesses and the increasing number of women owned businesses that has outnumbered those of men owned businesses by 1.5 times, the survival rates of women businesses are much lower compared to those of men (Staas & Ojok, 2016). This poor performance has been attributed to lack of information, product quality, capacity, productive resources (Mugabi, 2014), lack of entrepreneurial skills (Nduhura, 2019), rigid attitudes in their social and

cultural practices (Guma, 2015), inadequate access to funding (Fred et al., 2018). Also, a big percentage of Ugandan women (about 30%) start-up businesses as a result of necessity, lack of business skills, lower level of education (Staas & Ojok, 2016). But, lower survival and growth rates could be attributed to lack of valuable social networks and entrepreneurial competencies of women entrepreneurs operating from Nakawa Market.

1.2 Problem statement

In Uganda, women entrepreneurs especially in the informal sector play an essential role in reducing and eliminating poverty among societies, generating incomes for their homes, creating jobs for their societies and selling goods and services that create new value for Uganda. In 2016, over 34.8% of the businesses in Uganda were owned by women entrepreneurs (MIW, 2016). By 2018, women owned businesses outnumbered those owned by men by over 1.5 times (236% compared to 153 %) (Fred et al., 2018). Despite the increasing number of women owned businesses that outnumbered those of men owned businesses by 1.5 times, the survival rates of women businesses are much lower compared to those of men (Staas & Ojok, 2016). This low growth has been attributed to lack of adequate information from their networks, product quality, capacity, productive resources (Mugabi, 2014). Also, a big percentage of Ugandan women (about 30%) start-up businesses as a result of necessity, lack of business skills, lower level of education (Staas & Ojok, 2016). But, lower survival and growth rates could be attributed to lack of social networks and entrepreneurial competencies of women entrepreneurs operating from Nakawa Market. If this situation is not handled with utmost attention, many women owned businesses are bound to collapse, poverty among women may increase, gender discrimination as well as domestic violence. Therefore, the purpose of this study is to examine the relationship between social networks, entrepreneurial competencies and growth of women owned businesses in the informal sector of Uganda.

1.3 Purpose of the study

To examine the relationship between social networks, entrepreneurial competencies and growth of women owned businesses in the informal sector of Uganda.

1.4 Objectives of the Study

- i. To investigate the relationship between social networks and growth of women owned businesses
- ii. To examine the relationship between entrepreneurial competencies and growth of women owned businesses
- iii. To examine the combined effect between social networks and entrepreneurial competencies on the growth of women owned businesses

1.5 Research Questions

- i. What is the relationship between social networks and growth of women owned businesses?
- ii. What is the relationship between entrepreneurial competencies and growth of women owned businesses?
- iii. What is the combined effect between social networks and entrepreneurial competencies on the growth of women owned businesses?

1.6 Scope of the Study

1.6.1 Conceptual scope

The study was restricted to understanding the relationship between social networks, entrepreneurial competencies and growth of women owned businesses in the informal sector.

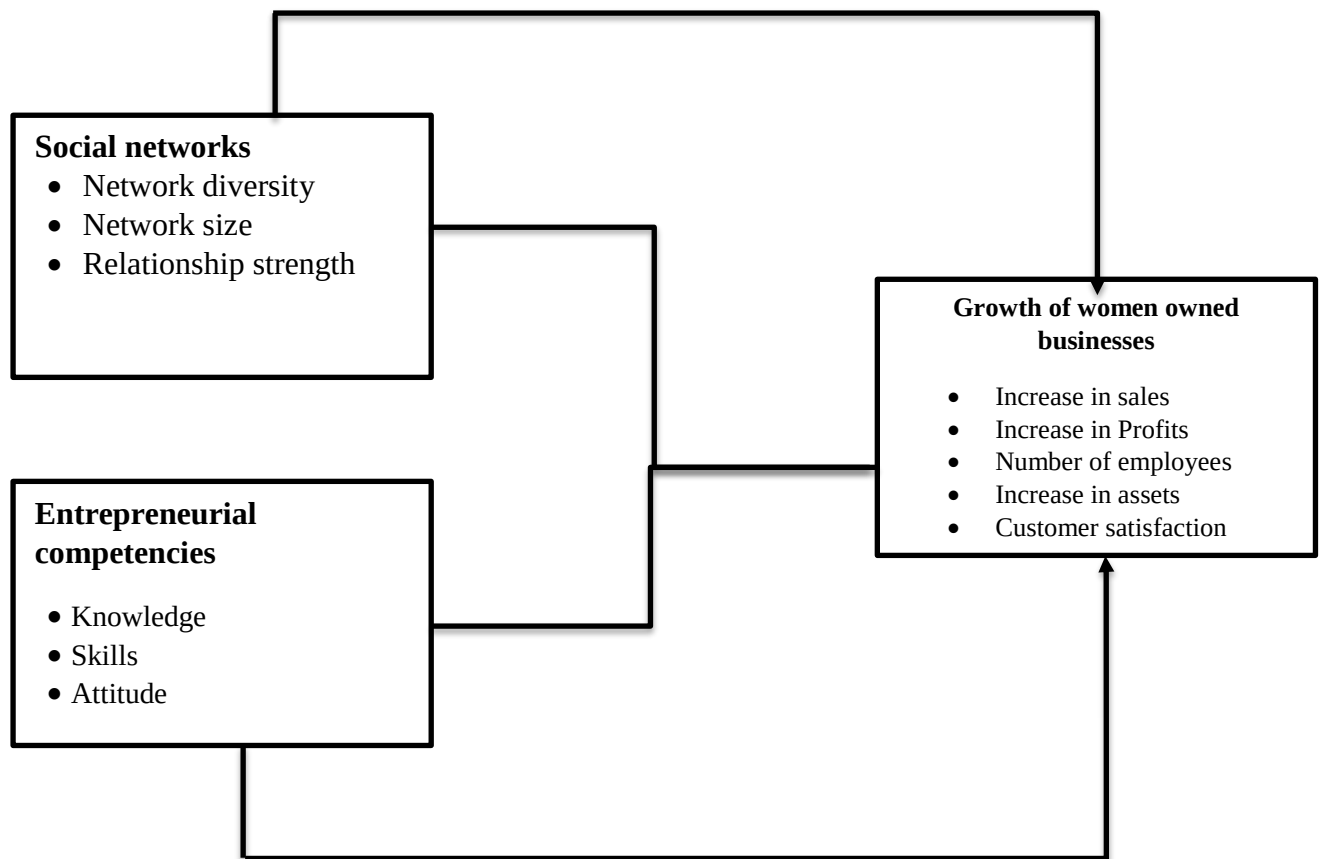
1.6.2 Geographical scope

The study was conducted among women entrepreneurs operating in Nakawa division of Kampala district in Uganda.

1.7 Significance of the study

The researcher aims to add knowledge to the existing literature on women entrepreneurship more especially in developing countries like Uganda. The findings of the study will assist government and other stakeholders to formulate relevant policies which will be essential to empower and promote women entrepreneurship in Uganda and other economies. This research will also be instrumental in laying important strategies for addressing the needs and challenges constraining women entrepreneurial success. The findings will also help future researchers to extend the existing knowledge besides acting as a source of reference.

1.8 Conceptual Framework



Source; Adopted from Kim and Sherraden, 2014; Lackeus, 2015; Yeboah, 2015

The framework shows that social networks which include; network diversity, network size and relationship strength, entrepreneurial competencies which include; knowledge, skills

and attitudes are independent variables. Growth of women owned businesses measured by Increase in sales, Increase in profits, number of employees, increase in assets and customer satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section describes the theories that support the study and the review of literature on the study variables namely; social networks, entrepreneurial competencies and growth of women owned businesses.

2.2 Social capital theory

The concept of social capital has been applauded as a significant resource acquired through social connections that can affect the operation of businesses (Anderson & Miller, 2003). Social capital includes relationships with family, public organizational members and other professional club members (Poon, Thai, & Naybor, 2012).

Different scholars define social capital in different contexts. For-instance Gedajlovic, Honig, Moore, Payne and Wright (2013) defined social capital as resource which one acquires from his/her social networks. Also, Nahapiet and Ghoshal (1998) defined social capital as hidden connections which develop from both personal and organizational network relations. They further added that social capital may include the social norms, orientations, values, networks and relations which govern the behaviors and interactions among individuals. On the other hand, Putnam defined this concept as one that is characterized by trust, norms and networks which improve the efficiency and coordination of resources (Putnam, 1993). Burt defined social capital as the relationship one acquires from contacts, friends and colleagues that can enable you to exploit opportunities (Burt, 1992).

A number of studies have indicated that social capital occurs in three levels; macro, middle and micro levels (Akdere & Roberts, 2008). Macro level social capital occurs in large social situations and usually involve legal frameworks, rules and regulations. While social capital at

middle level is formed among the group members who can assist in providing business opportunities and finally, micro level social capital arises from human relationships.

The social capital concept has been stressed as a critical asset that is important for safeguarding the society as well as empowering business organizations (Timberlake, 2005). Additionally, in a study by Abili and Faraji (2009), it was posited that social capital is important in enabling the sharing of knowledge, enhancing a better performance, value creation and also achieving a competitive advantage. This theory enables organizations to meet their needs and achieve a competitive advantage through building trust (Fussel, Harrison, Kennan & Hazleton, 2006). Whilst Chou (2006) asserted that people who embrace social capital achieve their goals easily. Social capital theory enhances creation and exploitation of knowledge, reduction of time in data collection and also facilitation of information flows (Lin, 2001; Nahapiet & Ghoshal, 1998). Additionally, social capital leads to organizational performance through advanced knowledge creation which is usually exercised by the network interactions (Mehta, 2014; Haas, 2006). Individuals with social capital usually attract networks that enable them acquire social resources which are critical in business opportunity exploitation as well as mobilization of both financial and intellectual resources (Stam, Arzlanian, & Elfring, 2014). In a study by Chuluunbaatar, Ottavia, and Kung (2011) social capital play a critical role in reducing the costs especially when searching for suppliers and customers.

Several scholars exhibited three dimensions of social capital (Adler & Kwon, 2002; Chang et al., 2011). They include structural, relational and cognitive social capital. Structural social capital dimension stresses the level of association among the social network members whereas relational social capital dimension highlights trust and trustworthiness as key strength among the social networks and finally, cognitive social capital dimension stresses the norms beliefs and shared values which exist in the social networks.

Social capital can further be divided into two categories which include bridging and bonding social capital (Putnam, 2000). Bridging social capital is related to the weak network ties whereby individuals attain resources from loose relations. On the other hand, bonding social capital occurs between individuals with strong ties who are closely related. Thus, social capital is grounded in people's existing social networks.

2.3 Social Networks

Social networks have been recognized as crucial patterns for business growth (Chima & Amodu, 2017). Social networks are defined as individuals and contacts amongst those individuals through which money, information, goods or services move (Maertens & Barrett, 2013). Social networks refer to groups of individuals who are connected by a relationship or tie (Hoang & Antoncic, 2003). On the other hand, Westlund and Bolton (2003) perceived social networks to be a collection of norms, networks and social connections of people which helps them to achieve their set goals and objectives.

In a study by Kristiansen (2004), social networks were found to entail a series of formal and informal connections which enable entrepreneurs to acquire resources for starting and growing their businesses. Additionally, studies by Gunto and Alias (2014) shows that informal social networks include; family, relatives, friends, acquaintances whereas formal social networks include; customers, distributors, suppliers, competitors and government. On the contrary, Drakopoulou Dodd (2012) categorized networks into three distinct forms. They include; personal networks, instrumental networks and symbolic networks. Personal networks in this context refers to those networks which result from an individual's family and contacts, mutual support and through information exchange which is highly supported by trust and closeness. Additionally, instrumental networks are basically acquired through influential relations for example public associations, supply and sales connections among others. Lastly,

symbolic networks may result from members with shared aims and attitudes towards achieving a common goal for example political, moral, religious, ethnic and mentor contacts.

Social networking is often considered a valuable device in evolving and fostering the culture of entrepreneurship in a given community (Zeb & Kakakhel, 2018). According to Brännback and Carsrud (2007), building a social network makes the world a global village because it is significant in developing both international and global connections as well as trade relationships. Additionally, in developing countries, social networks are significant in providing information since formal information institutions are scarce (Murendo et al., 2018). Social network plays an important role especially in helping entrepreneurs to exploit opportunities and also acquire resources which increase business growth (Zimmers, 1986). Research stresses that social networks act as a marketing ground for entrepreneurs since their contacts may be their good customers as well as suppliers hence this enables them to grow their respective businesses (Kim & Sherraden, 2014). In a similar manner, Tata and Prasad (2008) had concluded that social networks provide information through exchange which leads to the growth of women businesses. However, poor relationships with others impede entrepreneurs from getting financial resources, information and knowledge (Kheng & Minai, 2016), hence this largely contributes to the poor performance of their businesses (Tehseen et al., 2018).

Existing literature indicates that several scholars have studied and measured the concept of social networks differently. For example, Nahapiet and Ghoshal (1998) measured this concept in three dimensions which included structural, cognitive, and relational. While, Seibert, Kraimer & Liden (2001) examined social networks using resource method that indicated the nature of embedded resources in networks. According to Koka and Prescott (2002), Social networks was measured using information diversity, information value and information richness. But, BarNir and Smith (2002) measured social networks using four

dimensions which include network size, common values of network members, mutual trust and respect between partners, and frequency of network interactions. On the other hand, Kim and Sherraden (2014) measured social networks in terms of network diversity, network size and relationship strength or bonding. In this study, network diversity, network size and relationship strength or bonding was adopted to measure social networks.

2.4 Entrepreneurial Competencies

Over past decades, the concept of entrepreneurial competencies has been fundamental in the entrepreneurship research. Several scholars have attempted to study this concept and each has defined it differently. For instance, Al-Mamun, Nawawi and Zainol (2016) defined entrepreneurial competencies as the capacity of entrepreneurs to exploit opportunities available in order to boost growth of their enterprises. In a similar manner, Bird (1995) defined entrepreneurial competencies as characteristics that enhance business startup and growth of an entrepreneur which may include; one's personality, self-respect, personal drive and knowledge. This definition is in agreement with Mitchelmore and Rowley (2010) who in their study concluded that Entrepreneurial competencies are simply a collection of capabilities and skills relevant for implementing and or starting a new business. On the other hand, Asenge (2018) defined the concept as skills, values and attitudes which enhance the growth of small and medium businesses. Also, Lackeus and Williams (2015) perceived entrepreneurial competencies as the knowledge, skills and attitudes which may affect the growth or the creation of a new venture. These definitions are in support with a lot of literature on entrepreneurial competencies (Sánchez, 2011, Fisher et al., 2008).

In the entrepreneurship literature, the significance of entrepreneurial competencies in accelerating the growth and success of businesses cannot be underestimated. This can be supported by Mitchelmore and Rowley (2013) who posited that entrepreneurial competencies are critical in the contribution of business growth, economic growth and economic

development. Their findings concurred with Mohamad and Sidek (2013) who concluded that entrepreneurial competencies lead to business growth. The Resource Based View philosophers proposed that for entrepreneurs to succeed in their endeavors, they should uphold entrepreneurial competencies as foremost resources (Tehseen & Ramayah, 2015). Man and Lau (2005) posited that Entrepreneurial competencies have a strong foundation in entrepreneur's personality, characters, social responsibilities but also they can be obtained by training and experience. This argument seems to agree with other scholars who postulate that individuals can acquire entrepreneurial competencies from entrepreneurial trainings (Malach & Kristova, 2017). A study conducted by Papagiannis (2018) also indicated that entrepreneurial education highly improves entrepreneurial competencies of individuals. Entrepreneurial education was further discovered as a major source of entrepreneurial competencies which often enables individuals to manage their businesses well and achieve business growth (Athayde, 2009).

Several researchers have indicated the different dimensions of entrepreneurial competencies. For example, Man, Lau and Chan (2002) acknowledged six entrepreneurial competencies which include organizing competencies, strategic orientation competences, opportunism competences, relationship management competences, commitment to strategy competencies and conceptualization ability competences. On the other hand, Michelmores and Rowley (2013) in their research found out basically five entrepreneurial competencies which include innovative skills, risk taking, idea generation, envisioning opportunities and creativity.

Existing literature on entrepreneurial competencies indicate a number of dimensions or constructs that have been used to measure entrepreneurial competencies. Mitchelmores and Rowley (2013) categorized personal and relationship, business and management, entrepreneurial and human relations competencies as individual level constructs which can be

used to measure entrepreneurial competences. Furthermore, Man (2001) also suggested seven constructs as measures of entrepreneurial competencies which include, conceptual, opportunity, relationship, learning, strategy, commitment and personal. On the other hand, Lackeus (2015) measured entrepreneurial competencies using knowledge, skills and attitude. However, in this study, the researcher adopted knowledge, skills and attitude as suggested by Lackeus (2015) as measures of entrepreneurial competencies because women entrepreneurs can easily acquire entrepreneurial competencies through trainings which helps them inspire business growth while running their businesses (Iyang, 2009).

2.5 Growth of Women-owned Businesses

Over the past decades, a number of scholars have shown interest in studying the concept of business growth (Penrose, 2006; Yeboah, 2015; Davidsson et al., 2010). However, these scholars have defined business growth differently. For example, Penrose (2006) defined it as an outcome of internal processes in the development of a business, increase in quality as well as expansion. According to Yeboah (2015), business growth is an absolute increase in assets, sales, productivity, employment and profit margins. Similarly, Achtenhagen et al. (2010) observed business growth as rise in sales, number of workers, assets, profits and business values. Business growth basically indicates the outcome of expansion of demands for business goods and services (Janssen, 2009). On the other hand, Davidsson et al. (2010) associated business growth with new markets mostly for technological businesses.

Existing literature on women entrepreneurship has indicated that women are vehicles of social and economic development (Batoool, 2017; Hechavarria et al., 2019) and fresh engines for development of developing countries to bring wealth and welfare (Gupta & Mirchandani, 2018). Despite the increasing importance of women entrepreneurs in the economic growth and development, several studies show that growth of women owned businesses is lower compared to men owned businesses (Ogujiuba, Fadila & Stiegler, 2013; Abdulkadir, Umar,

Garba & Ibrahim, 2012). This low performance has been attributed a number of factors. According to SMEDAN (2013), women entrepreneurs struggle to grow their businesses due to lack of training and social networks. From a study conducted by Koko, Maishanu and Hassan (2017), it was concluded that difficulty in accessing funds to support and grow businesses was responsible for low growth of women owned businesses. This study also indicated that lack of quick access to funds had heavy impacts on women owned business operating in informal sectors of developing economies. According to Ogujiuba et al. (2013), women entrepreneurs have limited access to funds because they are unable to save as a result of absolute poverty coupled with unemployment. This results into low growth of women owned business in the informal sector despite women being the majority players in the sector in relation to their male counterparts (Ike, 2017; Momoh, 2013). Other studies indicate strong religion and cultural practices that restrict women movement (Idris & Agbim, 2015).

Many studies on growth of women owned businesses use various dimensions or measures to determine the level of business growth (Radipere & Dhliwayo, 2014; Dele, 2012). These measures of business growth can be categorized as objective and subjective measures. Objective measures include return on assets, sales and return on equity (Osunsan, 2015). On the other hand, subjective measures include customer satisfaction, human capital, strategy achievement, innovation, employee satisfaction, and business image (Dele, 2012).

2.6 Social Networks and Growth of Women-owned Businesses

The relationship existing between social networks and growth of women-owned businesses has received much attention from different scholars (Ogunnaike & Kehinde, 2013). It is believed that social networks highly impact on the prosperity and growth of businesses (Arasti, Rezaee, Zarei & Panahi, 2012). This is because social networks are essential in helping women entrepreneurs to discover entrepreneurial opportunities, resources among others. Almubarak (2016) urged that social networks can offer women entrepreneurs a

framework for business growth to follow. Women entrepreneurs can rely on their Social networks for emotional help which is critical in accelerating the growth of women owned businesses (Omwenga, Mukulu & Kanali, 2013).

The significance of social networks in influencing growth of women owned businesses cannot be underestimated. Several scholars found out that businesses that lack social networks are deprived of opportunities to obtain resources and knowledge which are critical for business survival and growth (Schoonjans, Cauwenberge & Bauwhede, 2011). Social networks can also help women entrepreneurs access diverse information as well as resources required for business growth (Obiero et al., 2018; Aliyu, Ahmad, Nordin & Abdullahi, 2019). According to Ferguson, Schattke and Paulin (2016), social networks are relevant through all stages of business (formation, expansion and growth of the businesses). Similarly, Social networks are crucial for women entrepreneurs especially at the time of starting up and growing business (Zali, Schott, Kordnaeji & Najafian, 2017). Ekpe et al. (2015) posited that women entrepreneurs do not only require loans, training but also social networks to offer them access to information and other resources. Findings from a study carried out by Raza (2018) revealed that social networks also offer a platform for women entrepreneurs to foster business innovation.

From reviewing entrepreneurship literature, several studies indicated and confirmed a positive and significant relationship between Social Networks and Growth of Women-owned Businesses (Surin & Wahab, 2013; Ogunnaike & Kehinde, 2013). For example, a study conducted on Social networks of female tech-entrepreneurs and new venture performance revealed a significant and positive relationship between social networks and business growth (Xuemei & Jiuchang, 2016). This indicated that the more social networks a woman entrepreneur had, the more chances of business growth. Hence, it is essential for women entrepreneurs to create and manage their social networks so as to influence their business

growth (Hampton, Cooper & McGowan, 2009). Similarly, a study analyzing Social Network on Business Performance of Women revealed and confirmed that there is a positive and significant relationship (Aliyu et al., 2019). Similar studies including Jiang, Liu, Fey and Jiang (2018) and Hughes, Cesinger, Cheng, Schuessler and Kraus (2017) posited that there exists a significant statistical relationship between social networks and growth of women owned businesses. These findings are consistent with previous studies such as (Ogunnaike & Kehinde, 2013; Surin & Wahab, 2013).

Much as a number of studies have been conducted on the impact of social networks on the growth of women owned businesses, there seems to be no similar study that has been done in Uganda and specifically in Nakawa market. Therefore, this study seeks to contribute knowledge on the entrepreneurship literature by examining the relationship between social networks and growth of women owned businesses in Nakawa market in Uganda.

2.7 Entrepreneurial Competencies and Growth of Women-owned Businesses

Entrepreneurial competencies are important aspects that fuel growth and enable a firm to gain a competitive advantage (Tehseen & Ramayah, 2015; Mohsin, Binti, Halim, Ahmad & Farhana, 2017). From the findings of Minai, Raza, Bin Hashim, Zain and Tariq (2018), entrepreneurial competencies may be key factors that can lead to the growth of women businesses. Similarly, Lazar and Paul (2015) stress that entrepreneurial competencies can positively affect the expansion and competitiveness of women enterprises. This is supported by the findings from Sanchez (2012) who revealed and posited that entrepreneurial competencies are linked to the growth of women businesses.

Over the past two decades, women owned businesses are believed to be dependent on the owner's competencies or skills (Lerner, Brush & Hisrich, 1997). Relatedly, Lerner and Almor (2002) found that entrepreneurial competencies are closely linked to the growth of women

businesses. Entrepreneurial competencies are characterized by; skills, social roles, knowledge and motives which facilitate the growth of women businesses (Hashim, Raza & Minai, 2018). This is in support with Herrington, Kew and Kew (2010) who asserted that low growth of women businesses in South Africa was a result of lack of entrepreneurial competencies. However, some scholars have revealed that some business can still grow despite the lack of competences, knowledge and information (Tehseen & Sajilan, 2016). Therefore, many researchers suggest that it is important to understand the various factors that may affect the growth of businesses (Al-Mamun, et al., 2016). According to Mohammed and Ibrahim (2017), entrepreneurial competencies largely influence the growth of the firm and its success. Also Zizile and Tendai (2018) in their research found out that entrepreneurial competencies largely contribute to the success of enterprises. These largely agree with the findings from Tehseen and Ramayah (2015) who concluded that business growth in terms of birth, survival and long run is highly associated with competencies of an entrepreneur. Additionally, a study by Nakhata (2018) aligned the growth of women businesses and profitability to entrepreneurial competencies. Women entrepreneurs can use entrepreneurial competencies as a strategy in coalition to gain high growth levels (Minai et al., 2018) . Also, Minai, Uddin, & Ibrahim (2014) asserted that women entrepreneurs have unique and different competencies that can largely lead to the growth of their enterprises.

Some studies show that businesses with high levels of entrepreneurial competencies have an advantage of penetrating the environment and exploit new opportunities (Spio-Kwofie, Xuhua, Asante-Antwi & Appiah, 2018). According to Asenge (2018), it was urged that entrepreneurial competencies may enable women entrepreneurs to identify opportunities which may in turn help them reduce unemployment. This is supported by Vijay and Ajay (2011) concluded that entrepreneurial competencies enable entrepreneurs to search for resources and also exploit opportunities. In a study by Tehseen and Ramayah (2015), it was

asserted that entrepreneurial competencies are characterized of intangible and valuable resources which may largely contribute to the growth of women enterprises. Additionally, Al Mamun, Fazal and Muniady (2019) asserted that entrepreneurial competencies act as tools that enable poor households to start -up and growth their businesses. Therefore, for businesses to thrive in the dynamic environment, entrepreneurial competencies should be enhanced (Song & Kee, 2013). Also, possession of diverse competencies such as creativity, imagination, knowledge, skills and opportunity identification may stir the growth of women businesses (Camuffo, Gerli & Gubitta, 2012). The Resource Based View suggests that for one to know the performance of firms, analysis on the capabilities developed and competencies attained is critical (Zizile, Hare & Africa, 2018). Entrepreneurial competencies play an important role especially in the growth of firms (Abdullahi & Kaplan, 2017). Correspondingly, Lazar and Paul (2015) in their study also discovered that entrepreneurial competencies can enable entrepreneurs to expand their businesses. Despite a large number of scholars who studied entrepreneurial competencies and women business growth, there seems to be few such studies in done on Nakawa market in Uganda. Thus, this study intends to investigate this relationship in Ugandan context.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter shows how the study was carried out. It describes the research methodology, study population, unit of analysis and inquiry, sample size and sampling techniques, data sources, measurement of study variables, data collection instruments, validity and reliability of the study.

3.2 Research Design

The study adopted a cross-sectional research design along with a quantitative research approach. The cross-sectional research design was applied since it is critical and appropriate when collecting data at one point in time (Nseir, 2015). Cross-sectional research designs also enable big sample coverage as every participant contributes only once which saves time (Creswell, 2014). On the other hand, the quantitative research approach has been carefully chosen for its convenience when it comes to addressing objectives aimed at examining the cause-and-effect relationship between variables (Williams, 2007).

3.3 Study Population

According to KCCA Census of Nakawa Market (2018/2019), Nakawa market has over 527 women entrepreneurs operating in established work stations including lockups and stalls (KCCA, 2019). This number of women owned businesses was used in this study as the population.

3.4 Unit of Analysis

The unit of analysis in this study was the woman owned business within Nakawa Market located in Nakawa Division, Kampala District. This is because the majority of businesses in Nakawa market are owned by women compared to other markets.

3.5 Unit of Inquiry

The unit of inquiry in this study was women entrepreneurs who were running their own businesses. Women managing businesses on behalf of the male entrepreneurs were not considered the unit of inquiry for this study. This is because of the sensitivity of the study as it only targets women owned businesses.

3.6 Sample Size and Sampling Technique

The required sample size of 217 informal women entrepreneurs was adopted from Krejcie and Morgan (1970). The study applied simple random sampling to derive the targeted sample. This was because simple random sampling gave accurate representation of a larger population and it was easy to use especially for homogeneous population for instance women entrepreneurs. It also gives each element in the population an equal chance of being selected in a generalized form (Walliman, 2017). All businesses identified within Nakawa market were to form one sampling frame. By way of picking without replacing, the researcher selected one business after another until 217 were separated from the population.

3.7 Data Sources

Data on social networks, entrepreneurial competencies and growth of women owned businesses was collected from women entrepreneurs or women managing businesses on behalf of the women entrepreneurs in the field as the primary source of data. This is because primary data are useful as it is collected for a particular purpose it was initially meant for.

Also, Primary data provides present-day information regarding the subject matter to draw consistent conclusions and recommendations.

3.8 Data Collection Instrument

Data was collected using a self-administered close ended questionnaire, rated using a 5-Point Likert scale ranging from; 5-strongly agree, 4-agree, 3-Not sure, 2-disagree and 1-strongly disagree. The scale is selected to provide respondents with the extent to which they agree with the different notions (Likert, 1961). The questionnaire was divided into key sections to address precisely each variable. These included; background information of the respondents, firm characteristics, social network, entrepreneurial competencies and growth of women owned businesses. Lastly, the questionnaire instrument was used because it helps in getting data from a large sample, and it is the most appropriate tool for collecting quantitative data (Saunders, Lewis & Thornhill, 2007).

3.9 Validity and Reliability

The validity of the study was concerned with the extent to which the data collection instruments accurately measured what they intended to (Amin 2005). In this study, expert judgment and content validity index (CVI) were used. After drafting the questionnaire, it was shared with academic supervisors to provide comments regarding the suitability and understandability of the items contained in the instrument. Based on their comments, the questionnaire was amended. The research instrument was also given to 10 research supervisors in MUBS who were selected purposively by the researcher. These supervisors were requested to indicate which items were relevant and not relevant. While computing CVI, only responses that were relevant were considered. The content validity was computed as the responses for relevant items were added and divided by the total number of items.

According to Creswell (2014), a CVI of 0.7 and above is considered valid. Therefore, as indicated in table 3.1 below, all items contained in the questionnaire were found to be valid.

Table 3.1 shows Validity results

	CVI	Number of items
Social Networks	0.73	15
Entrepreneurial competencies	0.81	16
Growth of women owned businesses	0.75	8

Source: Primary data

The Cronbach Alpha coefficient was used to determine Reliability of the instrument. The reliability output from SPSS indicated in the table below, showed that the reliability of the study was found to be acceptable. According to George and Mallery (2003), if the reliability result is above 0.9 it is excellent, if it is above 0.8 it is good and if it is above 0.7 it is acceptable. Thus, the questionnaire based on the table below was reliable.

Table 3.2 shows Reliability results

Variable	Number of items	Cronbach's Alpha
Social Networks	15	0.936
Entrepreneurial competencies	16	0.813
Growth of women owned businesses	8	0.898

3.10 Measurements of the Research Variables

In this study, social networks were measured using Network diversity, Network size and Relationship strength (Kim & Sherraden, 2014). This study adopted items from Kim and Sherraden (2014) which was modified to fit the context of this study and afterward subjected to a 5-Point Likert scale.

Entrepreneurial competencies were measured by Knowledge, Skills and Attitude (Lackeus, 2015). The researcher adopted items from former work of Lackeus (2015) and modify them to fit the study context and afterward subjected to the 5-Likert scale.

Growth of women owned businesses was measured by Increase in sales, Increase in profits, customer satisfaction, number of employees, increase in assets (Yeboah, 2015) and these were subjected to the 5-Likert scale.

3.11 Data Analysis, Processing and Analysis

The researcher used Statistical Package for Social Sciences (SPSS v.25) to analyze data. All the data collected from the field was analyzed in order to enable the researcher to obtain clear understanding of the approaches used in the Likert scale. This was achieved following descriptive statistics for example percentages and frequencies. The researcher used Pearson's correlation coefficient in order to determine the relationship between the independent and dependent variables. Regression analysis was also conducted to determine the effect of the independent variable to the predictor variable.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

This chapter shows data presentation, analysis and interpretation of the findings from the study following study objectives. This chapter starts with response rate, demographic characteristic of respondents, correlation, regression and then findings representing the study objectives. The presentation is guided by the research objectives and the statistics are thus a reflection of the respondent's views on the research questions. The data is presented using percentages, frequencies organized in tables. Pearson's correlation coefficient was presented later in order to determine the relationship between the independent and dependent variables. Regression analysis was also conducted to determine the effect of the independent variable to the dependent variable.

4.2 Response Rate

The survey consisted of 217 respondents of which only 175 of the respondents returned the questionnaires. This gave a response rate of 80.6%. This response rate is appropriate for analysis because Mugenda and Mugenda (2003) indicated that if the response rate is 50% or below, it shows that the data is inadequate for analysis, but if the response rate is 60%, it means that the data is good for analysis and if the response rate is 70% and above, then data is regarded as very good for analysis. The response rate was 80.6% because of the effects of COVID-19 pandemic as 19.4% of the respondents partially filled in the questionnaires; others did not fill in the questionnaires at all while others lost them.

4.3 Demographic characteristics

This section presents personal profile (age and level of education) and business profile that is years in business and number of employees.

4.3.1 Age group of the respondents

The age group of the respondents is shown in Table 4.1 below;

Table 4.1 Age group of the respondents

	Frequency	Percent
18-24	9	5.1
25-29	13	7.4
30-34	17	9.7
35-39	107	61.1
40 & ABOVE	29	16.6
Total	175	100.0

Source: primary data

The majority of the respondents were aged between 35 and 39 years which implies a productive age that is pursuing self-dependence, business survival and higher levels of business performance. On the other hand, women aged between 18 and 24 were fewest which means young women may not find it easy to join the market.

4.3.2 Education status of the women entrepreneurs

The education status of the study respondents is shown in Table 4.2 below;

Table 4.2 Education Status of the Women Entrepreneurs

	Frequency	Percent
Primary	113	64.6
Secondary	37	21.1
Diploma	18	10.3
Others	7	4.0
Total	175	100.0

Source: primary data

The majority of the respondents had attained primary education which means that they were not well educated and they may not possess sufficient skills necessary for business management.

4.3.3 Number of years the business has been in existence

The number of years the business has been in existence is shown in table 4.4 below;

Table 4.3 shows number of years the business has been in existence

	Frequency	Percent
Less than 5	115	65.7
5-10	37	21.1
Above 10	23	13.1
Total	175	100.0

Source: primary data

Majority of the businesses owned by women had existed for less than 5 years which implies that many of them do not live for a longer period of time due to the challenges women face.

4.3.4 Number of employees

The number of employees is given in table 4.4 below;

Table 4.4 showing the Number of employees

	Frequency	Percent
Fewer than 5	136	77.7
5-10	34	19.4
Above 10	5	2.9
Total	175	100.0

Source: primary data

The majority of respondents had less than 5 employees and this implies that most of these women businesses were operating micro enterprises due to limited capital.

4.4 Correlation analysis

Pearson's Correlation coefficient was used to determine the degree of association between the study variables. Results of the correlation tests are presented in Table 4.5 below.

Table 4.5: Correlation results

ITEM	1	2	3	4	5	6	7	8	9
SOCIAL NETWORK (1)	1								
Network Diversity (2)	.904**	1							
Network Size (3)	.927**	.751**	1						
Network Strength (4)	.938**	.754**	.844**	1					
ENTREPRENEURIAL COMPETENCIES (5)	.470**	.450**	.439**	.412**	1				
Knowledge (6)	.360**	.374**	.287**	.325**	.813**	1			
Skills (7)	.319**	.317**	.302**	.265**	.782**	.458**	1		
Attitude (8)	.449**	.397**	.459**	.398**	.868**	.537**	.563**	1	
GROWTH WOMEN OWNED BUSINESSES (9)	.598**	.570**	.520**	.552**	.523**	.391**	.406**	.465**	1

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

4.4.1 The relationship between social networks and growth of women owned businesses

Results from Table 4.5 above showed that there was a positive and significant relationship between social networks and growth of women owned businesses ($r=0.598^{**}$ $p\leq .01$). This implies that any positive change in social networks is associated with a positive change in the growth of women owned businesses.

4.4.2 The relationship between entrepreneurial competencies and growth of women owned businesses

Results from Table 4.5 above showed that there was a positive and significant relationship between entrepreneurial competencies and growth of women owned businesses ($r=0.523^{**}$, $p\leq .01$). This means that any positive change in entrepreneurial competencies is associated with a positive change in the growth of women owned businesses.

4.5 Regression analysis results

The regression analysis model was used to test the effect of the independent variables on the dependent variable. This was done to determine the extent to which the independent variables (social networks and entrepreneurial competencies) impact on the dependent variable (growth of women owned businesses). That is, the percentage change in the dependent variable accounted for by the changes in the independent variable.

Table 4.6 Multiple Regression model

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	7.364	1.359		5.421	.000
Social Network	.180	.026	.452	6.956	.000
Entrepreneurial competencies	.117	.025	.311	4.778	.000
Model Summary					
R	.658 ^a				
R Square	.433				
Adjusted R Square	.427				
R Square Change	.433				
F Change	65.742				
Sig. F Change	.000				

a. Predictors: (Constant), Social Network, Entrepreneurial competencies

b. Dependent variable: Growth of women owned businesses

Source: Primary data

Regression analysis results in Table 4.6 shows that Social networks and entrepreneurial competencies predicted up to 42.7% (Adjusted R = .427) of the observed change in growth of women owned businesses. Social networks are seen to be the most significant predictor of growth of women owned businesses (Beta = 0.452, Sig = .000). This implies that a positive change in social network leads to 45.2% change in growth of women owned businesses. Entrepreneurial competencies was the least significant predictor of growth of women owned

businesses (Beta = 0.311, Sig = .000). This implies that a positive change in Social network leads to 31.1% change in growth of women owned businesses.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of the results generated in chapter four. Conclusion and recommendations on Social network and Entrepreneurial competence on the growth of women owned businesses are presented below by comparing what was established in this study with what other scholars have established before in the literature review. It helps to draw conclusions, recommendations and identify areas for future research. The discussion is based on the study objectives.

5.2 Discussion of findings

This research was carried out basing on three objectives. Findings in relation to these objectives were thus obtained. In this section, these findings are further discussed to check their relevance and contribution to existing literature. The discussions are aligned to study objectives in relation to key findings obtained from data analysis process.

5.2.1 The relationship between social networks and growth of women owned businesses

The findings showed a positive and significant relationship between social network and growth of women owned businesses. This implies that women entrepreneurs who build social networks with fellow women in the market and occasionally meet as market women vendors doing small businesses increase their ability to compete and dominate the market which increases business sales and profits. Also, women entrepreneurs who give helpful business opinions and assist fellow members when they are in serious problems improve customer satisfaction and reduce complaints about the quality of their products which leads to widened customer base.

This finding is consistent with Obiero et al. (2018) and Aliyu et al. (2019) who concluded that social networks help women entrepreneurs to access diverse information as well as resources required for business growth. This is also supported by Omwenga et al. (2013) who found out that women entrepreneurs can rely on their social networks for emotional help which is critical in accelerating the growth of women owned businesses.

Following the findings of Xuemei and Jiuchang (2016), it was found out that the more social networks a woman entrepreneur has, the more chances of business growth. This is in line with this study; women businesses that belonged to a social group, occasionally meet and share business opinions and gain access to business resources which creates new opportunities for women and thus, increasing their chances of business growth. Furthermore, this study concurs with the findings from a study carried out by Raza (2018) who revealed that social networks provide a platform for women entrepreneurs to foster business innovation.

5.2.2 The relationship between entrepreneurial competencies and growth of women owned businesses

The findings showed a positive and significant relationship between entrepreneurial competencies and growth of women owned businesses. This implies that women entrepreneurs who are creative, have a need for achievement, have adequate problem solving skills and possess high level of leadership are capable of handling customer complaints fairly which results into customer loyalty, leading to increased sales and profits. In addition, those women who are comfortable and open to changes in the market, take actions before others and find solutions to challenging situation are in position to introduce many products on market which attract more customers leading to increased sales and profitability.

The study agrees with Asenge (2018) found out that entrepreneurial competencies such as ability to solve problems enable women entrepreneurs to identify opportunities which in turn help them to grow their businesses. This is also supported by Vijay and Ajay (2011) who concluded that entrepreneurial competencies enable entrepreneurs to search for resources and also exploit opportunities which are for business growth. This is backed up by the findings of Hashim et al. (2018) who reported that skills, social roles, knowledge and motives which are elements of entrepreneurial competencies largely facilitate the growth of women businesses.

Furthermore, the study is in line with Tehseen and Ramayah (2015) who concluded that business growth in terms of start-up, survival and long run is highly associated with competencies of an entrepreneur. This is supported by Minai et al. (2018) who found out that women entrepreneurs can use entrepreneurial competencies as a strategy in coalition to gain high growth levels. However, this study disagrees with Tehseen and Sajilan, (2016) who revealed that business can still grow despite the lack of competences, knowledge and information.

5.3 Conclusions

This study was designed to answer two research questions and this section will summarize the key findings of the study in relation to each research objective in order to formulate the recommendations of the study;

Based on the results of the study, it can be concluded that there is a significant association between social network and growth of women owned businesses. Thus, businesses owned by women who belong social networks have higher chances of growth. Social network which consists of network diversity, network size and network strength helps women entrepreneurs to access several resources which they may be lacking. It is also concluded that many women belong to certain social networks.

Entrepreneurial competencies are a significant driver of growth in women owned businesses in Nakawa Market. From the study findings, it is evident that entrepreneurial competencies is statistically associated with growth of women owned businesses. Hence, women who have skills, knowledge and positive attitude can directly influence their business growth. The study concludes that women who develop skills in running their businesses can improve their business growth.

5.4 Recommendations

The following recommendations were based on the research findings;

Study results indicated that entrepreneurial competences have the biggest contribution to growth of women owned businesses compared to social networks. It is therefore recommended that the government should pay attention to increase /improve the competencies of women entrepreneurs since they have a bigger impact on the employment and the economy of Uganda.

It is recommended that the government should increase awareness among the women about the presence and benefits of women associations, especially in informal sector since most of such associations are in formal sector. Furthermore, women entrepreneurs in Uganda should endeavor to belong to social groups in their localities such as religious as well as tribal associations and business associations. These are important in providing access to business information and other resources which are prerequisite for business growth.

5.5 Limitations of the study

Due to the pandemic of COVID-19 disease, the researcher encountered some challenges in collecting data since people were stressed due to the economic setbacks they had encountered.

Adopting a cross-sectional research design signifies that the study was not able to cater for the changes that occurred after the data collection exercise. This affected the reliability of the results contained in the report.

Since the researcher intended to use close-ended questions, she was not able to obtain views and opinions from respondents obtainable through open-ended questions, and this might have affected the results.

5.6 Areas for further research

Future studies should look at a longitudinal research design where businesses are monitored for a long period of time for example, 10 years.

Future research should focus on qualitative research to generate a better understanding of how women in business build their competencies, how competencies relate as well as how they are used to grow businesses.

Further research should explore other determinants of growth of women owned businesses and if possible, other variables need to be combined with these variables in order to stimulate growth of women owned businesses

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Appendices

Appendix A: Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.
S is sample size.

Source: Krejcie, R.V., and Morgan, D.W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.

Questionnaire

Dear respondents,

I am a master's student carrying out a research study on the impact of social networks and entrepreneurial competencies on the growth of women owned businesses in the informal sector in Uganda which is a requirement for the award of a master's Degree of in business administration of Makerere University. You have been selected to participate in this survey questionnaire because of your knowledge and participation in the selected project.

There is no right and wrong answer, but your opinions are important. The data being collected is only for academic purposes and will highly remain confidential. Your participation is highly appreciated.

SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS

Please tick the appropriate box for the items below;

1. What is your age bracket?

18-24	25-29	30-34	34-39	40 & above
1	2	3	4	5

2. What is your level of Education?

Primary	Secondary	Diploma	Others
1	2	3	4

SECTION B: FIRM CHARACTERISTICS

1. For how many years has your business been in existence?

Less than 5 years	5-10 years	Above 10 years
1	2	3

2. How many people do you employ in the business?

Fewer than 5	5-10	Above 10
1	2	3

SECTION C: SOCIAL NETWORK

On a scale of 1 to 5 (5 strongly Agree - SA, 4 Agree - A, 3 Neutral - N, 2 Disagree - D, 1 strongly Disagree - SD).

CODE	Social Network	SD	D	NS	A	SA
	Network Diversity					
SN1	Difference in education level helps us learn from each other for betterment of the business.	1	2	3	4	5
SN2	Our social grouping is educating in terms of new trends in businesses.	1	2	3	4	5
SN3	Age diversity helps us be aware of changes in taste and satisfaction of products.	1	2	3	4	5
SN4	Differences in culture allow us to learn on how to reach the needs of everyone.	1	2	3	4	5

SN5	Religious beliefs we learn from our social network teaches us to be hardworking	1	2	3	4	5
	Network Size					
SN6	I have built a social network with fellow women in the market.	1	2	3	4	5
SN7	We occasionally do meet as market women vendors doing small businesses	1	2	3	4	5
SN8	The social network I am in has members from different markets around Kampala	1	2	3	4	5
SN9	Large size of members helps learn from each other the challenges we share.	1	2	3	4	5
	Network Strength					
SN10	My social network starts with the members of my family.	1	2	3	4	5
SN11	My social network gives me helpful opinions that help my business	1	2	3	4	5
SN12	We do regular group meetings with the women in the market.	1	2	3	4	5
SN13	Aside from meeting for businesses, we meet to discuss several life challenges.	1	2	3	4	5
SN14	We occasionally set special days to visit each member and their family.	1	2	3	4	5
SN15	We assist any of our members when they are in serious problems	1	2	3	4	5

Adopted from Kim and Sherraden (2014), Obiero et al. (2018) and modified

SECTION D: ENTREPRENEURIAL COMPETENCIES

Using a scale of 1 to 5 (5 strongly Agree - SA, 4 Agree - A, 3 Neutral - N, 2 Disagree - D, 1 strongly Disagree - SD).

CODE	Entrepreneurial Competencies	SD	D	NS	A	SA
	Knowledge					
EC1	I know how to write and keep my business records	1	2	3	4	5
EC2	I know how to manage my business finances	1	2	3	4	5
EC3	I know how to carry out marketing activities for my business	1	2	3	4	5
EC4	I know how to generate entrepreneurial opportunities	1	2	3	4	5
EC5	I know how to assess and manage business risks	1	2	3	4	5
EC6	I know how to get things done without resources	1	2	3	4	5
	SKILLS					
EC8	I consider myself to be very creative	1	2	3	4	5
EC9	I have adequate problem solving skills	1	2	3	4	5

EC10	I possess high level of leadership	1	2	3	4	5
EC11	I possess adequate entrepreneurial skill to manage a business	1	2	3	4	5
	ATTITUDE					
EC12	I have a need for achievement.	1	2	3	4	5
EC13	I believe in my ability to perform certain tasks successfully.	1	2	3	4	5
EC14	I like taking actions before anyone else does	1	2	3	4	5
EC15	I am always comfortable and open to changes in the market	1	2	3	4	5
EC16	I like introducing new products on market	1	2	3	4	5
EC17	I believe in my ability to face and find solutions to challenging situation	1	2	3	4	5

Adopted from Lackeus (2015) and modified

SECTION E: GROWTH OF WOMEN OWNED BUSINESSES

This part focuses your feedback towards the indicated study statements guided as; Strongly agree (SA)= 5, Agree (A)=4, Not sure (NS)=3, Disagree (D)=2 and Strongly disagree (SD)=1. Kindly indicate the extent to which you agree or disagree to the following statements by ticking in the suitable box.

	Growth of women owned businesses	SD	D	NS	A	SA
G1	The sales revenue of the business has been on the increase over the years.	1	2	3	4	5
G2	The business has realized an increased customer base over years	1	2	3	4	5
G3	The number of assets of the enterprise has been on the increase over the years	1	2	3	4	5
G4	The business has increased ability to attract better employees	1	2	3	4	5
G5	There is improved customer satisfaction relative to competitors	1	2	3	4	5
G6	We receive less or no complaints about the quality of our products	1	2	3	4	5
G7	Employee turnover is generally low	1	2	3	4	5
G8	Our business has the ability to compete and dominate the market	1	2	3	4	5

Adopted from Yeboah (2015) and modified

Thank you for your time and feedback!

Introduction letter for data collection

 **MAKERERE UNIVERSITY BUSINESS SCHOOL**
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Faculty of Graduate Studies & Research

March 12, 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: NANYONJO Cate MBA 2018/HD10/2558U

The above named is a student of Makerere University Business School pursuing studies leading to the award of Master of Business Administration of Makerere University.

She joined the School in 2018 and has completed the course work component of the program. She is currently carrying out research on the topic: "Social Networks, Entrepreneurial Competencies and Growth of Women Entrepreneurs in Nakawa Division of Kampala District"

Any assistance rendered to her will highly be appreciated.

Thank you

Junior Ochi
Faculty Administrator

 42 MAR 2021

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CHAN NAWAHA MARKET*