

**THE EFFECT OF ENTREPRENEURIAL SKILLS ON THE IMPROVEMENT OF
STANDARDS OF LIVING OF SMALL SCALE ENTREPRENEURS (SSE's)**

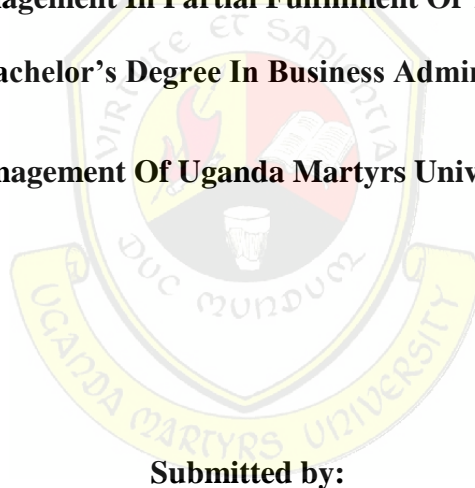
Case Study: Kayabwe Town

A Dissertation Submitted To the Faculty Of Business

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DEDICATION

I dedicate this research, first of all to my loving, caring and strengthening God, without Him I would not have managed to do anything.

I also dedicate this study to my beloved family, my father Mr. Tumwesigye Enoch, my loving mother Mrs. Costance Tumwesigye, my brothers Ronald, Richard, Geoffrey, Godfrey and Roger and finally my loving sister Rita Tuhairwe who have helped me morally and financially throughout my education career and have been the major source of love. May God reward them abundantly.

Lastly I dedicate this research to my beloved friends Tusiime Patience, Nyamata Linda, Busingye Moreen, Nyesiga Joan, Muhairwe Martha, Barungi Joan and many others, whose love and words of comfort contributed much to the completion of this book.

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ABSTRACT

This paper seeks to examine whether entrepreneurial skills are responsible for the improvement of standards of living of Small Scale Entrepreneurs. The researcher focused on Entrepreneurial skills which include innovation, creativity and management skills.

The study based on how entrepreneurial skills are vital tools in improving standards of living of Small Scale Entrepreneurs. This study was inspired by the fact that the researcher wanted to know more about entrepreneurship because it is the back born of Uganda's economy.

The study was carried out on a sample of twenty five entrepreneurs in Kayabwe Town to assess whether entrepreneurial skills are responsible for the improvement of standards of living of Small Scale Entrepreneurs. Using an analytical design, information was got from a sample of twenty five entrepreneurs through questionnaires, focused group discussions, interviews, observation and data was analyzed. Tables and figures were used to analyze the data collected, conclusions, recommendations and implications were made and provided for entrepreneurs.

Results from the research indicated that entrepreneurial skills are responsible for the improvement of standards of living and also capital is a major factor in starting a business. Application of entrepreneurial skills increases the profits of entrepreneurs through increased sales, customer satisfaction and customer loyalty. Entrepreneurs are able to meet medical bills, pay school fees and cater for their personal needs hence better standards of living.

For Small Scale Entrepreneurs to improve their standards of living, they have to adopt entrepreneurial skills like innovation, creativity and management skills.

Entrepreneurs in Kayabwe and Uganda at large should acquire entrepreneurial skills to boost their businesses and strengthen the areas of weaknesses.

CHAPTER ONE

1.0 Introduction:

Entrepreneurial skills like innovation, creativity and management skills once applied by Small Scale Entrepreneurs (SSE's), increases their chances of success in boosting the economy. Holt (1992) underlines creativity and innovation as necessary conditions to become a successful entrepreneur to reach success. Drucker (1985) considers it necessary for an entrepreneur to innovate systematically or habitually in order to succeed in business. Most Small Scale Entrepreneurs (SSE) are in small scale category, it was considered important to conduct a study in order to know whether entrepreneurial skills are responsible for the success of the entrepreneurs in this category. The chapter will cover the background for the study, problem statement, and purpose of the study, specific objectives, research questions, conceptual frame work, and scope of the study, its justification and finally the definition of key operational terms.

1.2 Background of the study

Small and medium-sized enterprises are believed to possess unique skills, rapid decision making and short decision chains, risk taking, motivation and commitment, rapid and effective communication, flexibility, adaptability and closeness to market (Vossen,1998)

Some famous entrepreneurs who possess such skills worldwide include; Henry Ford of Automobiles, Pierpont Morgan of banking, Thomas Edison of electricity/light bulbs, Bill Gates of computer operating systems and applications and many others according to world book of records. In Uganda examples of entrepreneurs are; Mr. Sudhil Rupaleria, Mr. Wavammuno, the late Mulwana and Mr. Hassan Basajabalaba. The success of these individuals is a result of efficient application of the above mentioned Entrepreneurial skills which can be vital tools in improving the lives of Small Scale Entrepreneurs (SSE's).

Their main strategic objective for most business men is financial growth. Therefore, all SSE's usually aim at achieving a big financial growth through maximizing their sales skills as well as profits from which they are able to support their families and improve standards of living. Other strategic objectives include financial efficiency, customer care both new and old customers, efficient communication between customers and employees, acquiring of sufficient knowledge which can be got from leading customers or clients in order for the entrepreneurs to continually learn and adopt current best business practices. These strategies have enabled small scale entrepreneurs to move forward towards fulfilling their "high goals" and thus success.

Successful entrepreneurs combine creative thinking with innovative action and their business knowledge and management skills. The combination of these skills seems to ensure success. They are continually on the lookout for unique opportunities and identifying business potential by asking relevant and difficult questions and looking for answers (Beer, 2008)

The SSE' share various management systems basing on the kind of business they are running. Some of the different management skills used by SSE's include; taking risks, not being afraid of failure and learning from mistakes, being proactive that is to say "relying on team work for recovery from failure and staying focused on the big picture for ones' business.

Therefore the focus of this research is based on the contribution of entrepreneurial skills to the success of a business enterprise. These skills include; innovation skills, creativity skills, management skills and they will be explained in details in chapter two.

1.3 Background of the case study

The researcher carried out the study on Kayabwe Small Scale Entrepreneurs who are located in Mpigi District. This research covered Kayabwe Trading Centre which is found in Nkozi, Mpigi District near the equator on Masaka-Kampala highway.

Various businesses carried out in Kayabwe, Mpigi District are carpentry, tailoring, fabricating and many others. Kayabwe is a town which is developing and the researcher felt that such development could have been a result of entrepreneurial skills possessed by Small Scale Entrepreneurs.

Small scale enterprises worldwide have been recognized as engines of growth and development (Harper, 1984; et al, 1997; Ba-el and Felsenstein, 1990) and in many countries there has been some considerable effort to support them so as to create the necessary employment opportunities, incomes and productive capacity. Seen from a global perspective, small businesses have a specific niche in global economic affairs.

In Uganda, small scale enterprises are reported to contribute about 20% of Uganda's Gross Domestic Product (Tulip and Bitekerezo, 1993).

It is also reported by the Ministry of planning and Economic Development (1992) that over 80% of Uganda's manufacturing output is by small enterprises. The sector also employs up to 2.6 million people in Uganda. (Uganda Investment Authority, 1996)

In Europe, the number of small and medium enterprises was 16,005,000 against 34.6 million people by large enterprises (Netherlands, 1997)

In 1992, 53% of all jobs in America were held by people working in small businesses (Stoner, et al, 1996) and between 1988-90. While large businesses were laying off people, the small businesses were recruiting. In India, about 45% of total export earnings are contributed by micro and tiny enterprises (National Research Development Corporation, 1998).

Despite the importance of small scale enterprises, they appear not to have been very successful in the Saharan Africa. Many studies that have been done (Wanyama, 1991; Ngobo; 1995; Sewanyana, 1997; Mutazindwa, 1997) indicate that small businesses have a variety of problems some of which are managerial. True Small Scale Entrepreneurs are successful but face problems and sustain their businesses. However there is need to study and find out whether the improvement of their standard of living depends on their entrepreneurial skills.

1.4 Statement of the problem:

Entrepreneurial skills enable entrepreneurs start and run businesses, get profits and cater for other personal needs which lead to their success. Small scale entrepreneurs still face a number of challenges; firstly inflation rates which are rising daily making them increase the price of their services and products and increased costs of materials. This brings about a stand still in operation due to insufficient stock. Secondly; lack of reliable saving schemes which makes it hard for the entrepreneurs to carry out savings on their profits. Thirdly a challenge of high competition amongst themselves and poor health due to the harsh conditions, which especially for those who lack shelter such as carpenters that work under strong sunshine. Fourthly there is a challenge of poor housing facilities and land shortage.

Despite success and challenges of SSE's there seems to be less information about the connection between their skills and the improvement of their standards of living especially those in Kayabwe Trading Center. The study sets out to examine whether entrepreneurial skills of SSE's are responsible for improving their standards of living.

1.5 Major objectives:

To examine whether entrepreneurial skills are responsible for the improvement of standards of living of SSE's, a case study of Kayabwe, Mpigi District.

1.6 Research objectives:

1. To examine how innovation improves the standards of living of small scale entrepreneurs.
2. To examine the role creativity on the improvement of the standards of living of small scale entrepreneurs.
3. To examine the role of management skills on the improvement of the standards of living of small scale entrepreneurs.

1.7 Research questions:

1. What role does innovation play in determining the standards of living amongst small scale entrepreneurs?
2. How has creativity affected the standards of living amongst small scale entrepreneurs?
3. How do management skills affect the standards of living amongst small scale entrepreneurs?

1.8 Scope of the study:

This study is based on analyzing whether entrepreneurial skills are responsible for the standards of living in form of profits, education, wealth and health amongst SSE's with the acquisition of and running of small scale enterprises.

The research focused on the period between 2008 and the present year 2014, since Kayabwe Town entrepreneurs have set up many more businesses during the last six years. Therefore the study intended to provide a good analysis of the effect of entrepreneurial skills on the standards of living amongst small scale entrepreneurs. The research was carried out at Kayabwe, Mpigi District southwest of Uganda. The study covered owners of small scale businesses in Kayabwe Trading Center with particular emphasis on hair dressers, tailors and fabricators.

1.9 Significance of the study:

In the first place, the study is an academic requirement which is one of the requirements for the award of a degree in the business administration and management of Uganda martyrs university.

Secondly there is need for the research to be carried out in order to gather information about the challenge of entrepreneurship on small scale entrepreneurs.

Thirdly this study is of an importance to the residents of Kayabwe Town and Uganda at large especially many of those who intend to venture into the business sector. It is likely to help them find ways of generating better living standards amidst the acquisition of entrepreneurial skills as they venture into the business sector.

Fourthly and particularly, this study is to help small scale entrepreneurs of Kayabwe find out whether entrepreneurial skills are responsible for improved standards of living.

Fifthly the study is an addition to the already existing literature about SSE's.

Sixthly the recommendations intended to provide a guideline to the management and policy makers like the government, financial institutions and other concerned organizations.

1.10 Justification of the study:

According to Gibbs (1996), Job creation, economic development, Strategic adjustment or realignment, deregulation and privatization of public utilities and state owned enterprises are essentially the main reasons for the contemporary interest in entrepreneurship. He continues to argue that most studies done do not address the issue of entrepreneurial skills and the standards of living in Small Scale Entrepreneurs.

Entrepreneurial skills are essential to our society because they build the economic engines that help our economy grow. They foster technological and social change and their innovation and creativity forge our future. Entrepreneurs develop these skills and carry out the tasks required to get the products and services to the customers. Entrepreneurial skills are

focused on developing knowledge, skills and understanding of how an innovative idea, products or process that is used to form a new and successful business or to help an existing firm to grow and expand.

Business success is improved by applying knowledge and skills like innovation, creativity and management skills. Assessing the performance of individuals could also in turn serve as input to estimate an organization's current overall performance as well as future performance, (Holt 1992).

1.11 Definition of key operational terms and concepts:

Entrepreneurship; this is the capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make profits.

Entrepreneurial skills; these are a wide range of competences that are seen as entrepreneurial and useful to entrepreneurs.

Objectives; This is a specific result that a person aims to achieve within a time frame and with the available resource.

Scope; This is the extent of the area or subject matter that something deals with or to which it is relevant.

Innovation; Is the process of translating an idea or invention into a good or service that creates value or for which customers will pay.

Vision; this refers to seeing opportunities for improvement in things.

Commitment; it is the ability to see projects through to completion.

Negotiation; is to be able to collaborate with others to reach a win-win situation.

Sales skills; refers to the power of getting people to believe one has something that they want.

Disposal income; this refers to earnings from productive activities.

Management; management is defined as the transformation of resources into utility

Creativity; refers to a person's imagination and to their ability to think of something original.

It can also be defined as the generation of ideas that result in the improved efficiency or effectiveness of a system.

An entrepreneur; refers to someone who organizes a business venture and assumes the risk for it.

An entrepreneur is also defined as any individual who carries out new combination, whether he or she is an independent business person or an employer of a firm (Julian, 2000).

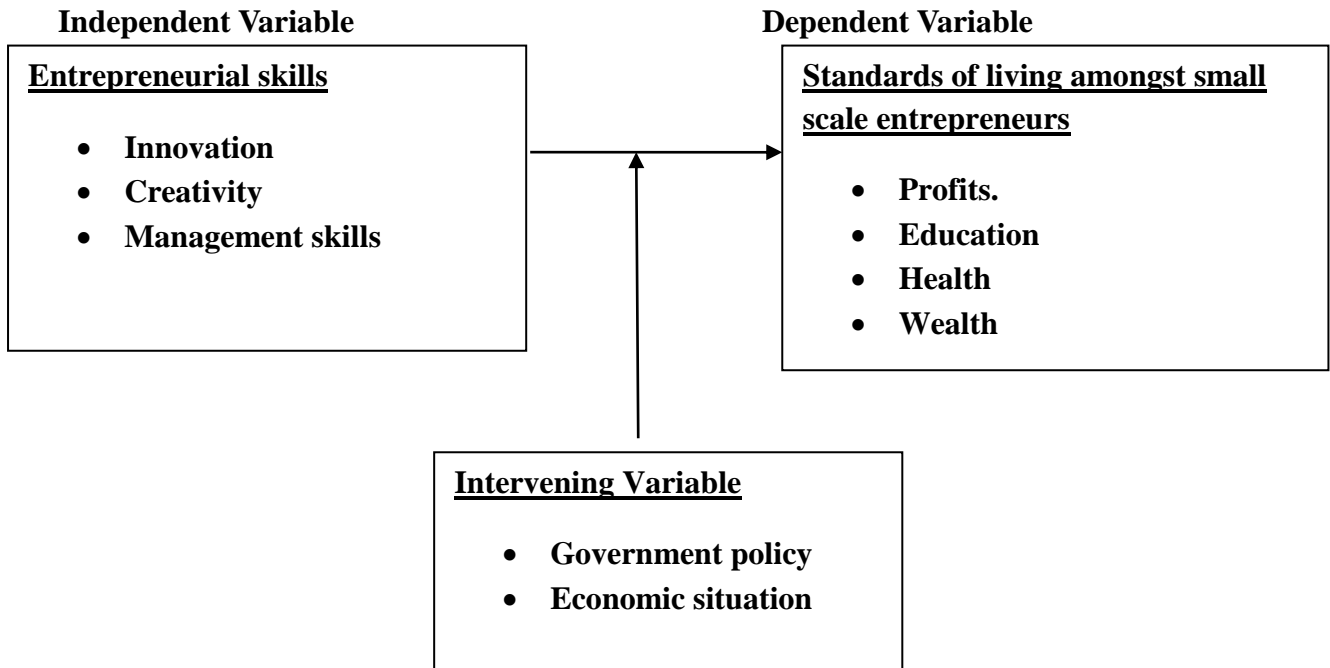
A business; an organization or economic system where goods and services are exchanged for one another or for money.

A skill; is the ability to do something well; expertise.

A skill is also defined as the ability to do something well arising from talent, training or practice.

1.11 Conceptual framework:

Figure 1: Illustration of the relationship between entrepreneurial skills and standards of living amongst small scale retailers.



Source: Researcher

The conceptual frame work above depicts the effects entrepreneurial skills of small scale entrepreneurs, the relationship between entrepreneurial skills and the extent to which they affect their standards of living. Where there is inflation, SSE's become more creative to overcome the effects of high prices. They overcome the effects of inflation by offering extra service that compels customers to buy more of the same product. Favorable government policies such as low interest rates encourage entrepreneurs to take risks and apply management skills which lead to improved products, more sales and hence more profits.

Government policies such as *Boona Bagagawale* encourage entrepreneurs to be innovative and creative who results in better improved products that are sold at a profit. Such profit generated enables entrepreneurs to pay for education for themselves, their children. Profit is also used to pay for hospital bills. Accumulated wealth for example enables them to buy more land and cater for other issues related to their standards of living.

1.12 Conclusion

The chapter gives an introduction and summary of what the research is about, the objectives, problem statement, and significance of the study and the justification of the study.

These entrepreneurial skills could help increase the standards of living amongst Small Scale Entrepreneurs.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction:

This chapter contains a detailed analysis of related literature on the major issues concerning entrepreneurial skills and how they affect the standards of living amongst small scale entrepreneurs. This chapter also consists of one broad section which discusses the objectives in depth by different authors and scholars to bring out their effect on each other. It begins with the explanation of concepts, objectives of the study and the conclusion.

2.1 Major concepts

2.1.1 Entrepreneurship

It is defined as the capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit. The most obvious example of entrepreneurship is the starting of a new business. Entrepreneurship can also be defined as the process of creating something different with value by devoting the necessary time and effort, assuming the accompanying financial, psychological and social risks and receiving the resulting rewards of monetary and personal satisfaction (Hisrich and Peters, 1989, p.10)

2.1.2 Entrepreneurial skills

Entrepreneurial skills are characteristics of people who have more freedom to act and find opportunities in their environments. Entrepreneurial skills are not simply inherited and unchangeable as traditional perceptions would lead us to believe. Entrepreneurial skills like innovation, creativity, management skills and business knowledge are an indication of how well an entrepreneur can perform important tasks and activities related to the functions of a business like general management, operations, finance and marketing. (Beer et al 2008)

A skill is ability to do something competently. Thus for SSE's to be successful in any business, entrepreneur skills must be applied. They work in hand to produce good results.

Entrepreneurial skills help an entrepreneur to approach tasks from unusual angles by discovering problems and avenues to solutions. (Hodgets, 2004)

2.1.3 Standards of living

Standards of living are the basis with which scales of living are compared. One of the results of price inflation is to lower the scales of living of persons who receive fixed incomes without altering their standards of living and deflation permits these persons in so far as they are still employed, more nearly to attain their standard of living, Tuttle (1960). Standards of living are measured not by money spent, nor by servile limitation of others but by that which will produce the best results like health.

2.1.4 Small Scale Entrepreneurs (SSE's)

SSE's run small to medium enterprises to achieve their desired goals. They blend imaginative and creative thinking with systematic, logical process ability. This combination is a key to success. In addition, potential entrepreneurs are always looking for unique opportunities to fill needs and wants. Entrepreneurs analyze a problem from every possible angle and find solutions.

2.2 The role of innovation skills on SSE's

According to Beer et al (2008), innovation is the introduction of new ideas. The demands of the consumer change the whole time and for a business to survive it must adapt both to changes and to new sources of competition. Smith (2006) adds that innovation includes; activities such as design, manufacturing, marketing, distribution and product support. Innovation involves both invention and commercialization. Innovation skills enable SSE's to introduce new designs for example carpenters can manufacture new and different designs of furniture, tailors can design new clothes with unique designs.

Furthermore, innovation is not inevitable; it occurs in different ways and takes place at different rates (Antonites, 2006). Also there is long standing evidence (Rothwell, 1983; 1984; 1989; Dunphy and Herbig, 1997) that small and new enterprises are more efficient in the technological and innovatory process than are large firms.

Most recent research by Barret and Storey (2000) in the UK suggests that the most highly innovative medium sized enterprises have various characteristics;

Firstly medium sized enterprises are characterized by committed, involved leaders with vision and enthusiasm who are future oriented and exploit opportunities for inward investment and information gathering. Secondly medium sized enterprises demonstrate 'active strategic commitment to research and technological change' (Motwani et al, 1999). Thirdly they creatively configure their customer relationship in order to secure long term knowledge and financial resources. Fourthly they see innovation as part of their long term organization evolution and give priority to human resource development. SSE's adapt the above characteristics to improve their businesses. Innovation skills with the above characteristics enable SSE's to produce better and new products and services. Customers purchase items from SSE's which increases their income. Purchases are partly used to cater for family needs such as health and education. Such activities improve the standards of living of SSE's.

Hodgets and Kuratko (2004) argue that Innovation skills are a means by which the entrepreneur either creates new wealth producing resources or endows existing resources with enhanced potential for creating wealth. This is where an entrepreneur is able to acquire wealth and improve his/her standards of living. They continue to argue that innovation skills lead to successful enterprises of which make the firm acquire other innovative firms, thereby ensuring their own growth. They also state that innovation is the process by which

entrepreneurs convert opportunities into marketable ideas. These marketable ideas enable an entrepreneur to attract customers hence increased profits.

Innovation skills are tools by which entrepreneurs typically exploit change. Through innovation, unexpected occurrences are successes that end up proving to be a major innovative surprise to the firm. (Hodgets, 2004)

2.3 The role of creativity skills on SSE's

Creativity refers to the generation of ideas that result in the improved efficiency or effectiveness of a system, (Donald. F. & Richard 2007 p.142). Creativity can also be defined as the generation of a new idea, active stimulation growth process towards an unknown and unique output, achievement or creation during a challenge or crisis.

Sternberg (2006) suggests that there are a number of "investment" theories about creativity as well as the "propulsion" theory of creative contribution. These theories suggest that there are eight types of creative contribution;

Table 1: Theory of creative contribution

Type of creative contribution	Role
Replication	confirming that the given field is in the correct place
Redefinition	the attempt to redefine where the field is and how it is viewed
Forward incrimination	a creative contribution that moves the field forward in the direction in which it is moving.
Advance forward movement	which advances the field past the point where others are ready for it to go
Redirection	which moves the field in a new, different direction
Redirection from a point in the past	which moves the field back to a previous point to advance in a different direction
Starting over/ re-initiation	moving the field to a different starting point
Integration	Combining two or more diverse ways of thinking about the field into a single way of thinking.

Source: Sternberg (2006)

Each role of the creative contribution enables SSE's to understand the nature of the field they work in.

In addition creativity can also be defined as the process that can be developed and improved, (Beer, 2008). Improving creativity skills brings improved products that generate high profits.

Without a creative mind, a person is not able to become an entrepreneur; unless he/she sees new opportunities and utilizes them to his/her benefit. Furthermore, Smith (2006), notes that creativity does not just happen it have to be encouraged. The author further notes that entrepreneurs need to create organizational environments in which their own creativity and that of their employees can flourish. An entrepreneur can be creative in various ways as explained below;

- Allowing creativity. Permit employees to be creative, to challenge existing ways of doing things and to come up with new ideas.
- Expecting and tolerating failure. Creativity involves taking chances. Entrepreneurs remove the fear of failure that not all creative ideas will succeed and encouraging people who try something new and fail.
- Encouraging curiosity. Asking ‘what if’ questions and taking a ‘we could’ attitude.
- Entrepreneurs view problems as challenges. Every problem offers an opportunity.
- Providing support- giving employees the resources they need to be creative, including time. Allowing employees time to ‘daydream’ and ‘play’ is an important part of the creativity process.
- Rewarding creativity by setting an example of taking chances and challenging the status quo.

The above ways enable SSE’s to gain more profits which improves standards of living Creativity calls for being creative with the resources available so as to make something meaningful. To be able to compete with larger firms, entrepreneurs need to have creative product design, marketing strategies and solutions to important problems. On average, there are certain conditions that favor entrepreneurs’ creativity for example entrepreneurs should engage in businesses that they are passionately interested in. (McCaskey, 1982, p.111)

From a comparison of the level of creativity and innovation in entrepreneurial countries such as the United States with that of equally sophisticated but less creative and innovative

cultures, it appears unlikely that this trait is only genetic but that creativity can be learned to improve standards of living.

2.4 The effect of management skills on SSE's

According to the management guru Drucker (1909-2005), the basic task of management includes both marketing and innovation. Practice of modern management originates from the 16th century study of low-efficiency and failures of certain enterprises, conducted by the English statesman Sir Thomas More (1478-1535). Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling, and directing an organization's resources that once applied by SSE's increase their chances of success.

Kirby (2006) notes that the management skills of an entrepreneur are an indication of how well the entrepreneur can perform important tasks or activities in a business. A Small Scale Entrepreneur who adopts entrepreneurial skills is able to perform specific activities such as accounting, marketing and purchasing in the enterprise. Small scale entrepreneurs must be aware of their strengths and weaknesses in terms of management skills in the various business functions so that they can supply or supplement them to build a successful enterprise.

Marketing expertise and management expertise are essential for the successful operation of small scale enterprises. To be successful, small scale entrepreneurs should plan a business before it is established, have knowledge of competitors, provide customer services, be market oriented, know the importance of quality products/services, have knowledge about accounting, get an insight into expenditure, income, profit and loss, have the ability to use income wisely and practice general management skills and the use of advisers. Such moves lead to success which spills over to betterment of standards of living in terms of catering for personal needs.

Yasemin (2003), states that the foundation level of the experience bundle of a top management team involves firm-specific managerial experience, which entails the tacit knowledge of the firm's physical and human resources and capabilities. Entrepreneurs must develop and renew firm capabilities often involving a path-dependent process. Entrepreneur's knowledge of the firm's resources and capabilities guides them in choosing a firm's direction. Eisenhardt and Schoonhoven 1990, Penrose 1959, add that shared team-specific management experience provides entrepreneurs with the tacit knowledge of the skills and idiosyncratic habits of the team members.

(Castanias and Helfat 2001), continue to add that industry-specific managerial experience involves the knowledge of competitive conditions and specific technologies in the industry. Industry-specific experience allows entrepreneurs to identify emerging opportunities and position new products and services. In entrepreneurial firms, tacit knowledge of a firm's original purpose and initial capabilities is retained through founders. Founders can be the major source of firm-specific knowledge because of their personal knowledge of the original purpose and the resources of the firm. This knowledge can be a crucial asset in the path-dependent development of the capabilities leading to new growth opportunities for the firm. Entrepreneur's participation in the top management skills contributes to the firm's overall competence and results in a higher rate of sales growth hence better standards of living.

2.5 Conclusion:

In chapter two, the researcher reviewed the literature of different authors elaborating more about the entrepreneurial skills. It also gives an overview of the major concept of the research which is entrepreneurship, entrepreneurial skills and standards of living. This information gathered helped the researcher discover more about entrepreneurial skills like innovation, creativity and management skills.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction:

This chapter presents the methods used to carry out the study. It covers the description of the research design, target population, sample size, sampling techniques, data collection methods, data instrument, validity, reliability, research procedure, data analysis, ethical consideration and study limitations.

3.1 Research design:

A research design is the conceptual structure within which the quantitative and qualitative research is conducted and constitutes the blue print for the measurement of various collections and analysis of data. A case study is a type of research that involves doing an in depth study. A case study design was used to focus on an in depth study of Kayabwe, Mpigi District a small area filled with Small Scale Entrepreneurs (SSE) to determine whether entrepreneurial skill are responsible for the improvement of their standards of living. The researcher used interviews, questionnaires, focus group discussions and face to face interviews to carry out the researcher.

Case study method helped the researcher by providing a great amount of description and details about entrepreneurial skills and standards of living in Kayabwe Town. Case study helped the researcher to generate new ideas that were tested by other methods like library research on the same topic. It was also an important way of illustrating theories and helped show how different aspects of the entrepreneurs' lifestyle are related to each other.

Case study design helped to set the groundwork for future studies. It also offered more opportunities for other researchers that they would not have otherwise.

Case studies assisted the researcher to examine individuals and groups in greater depth than other methods. Triangulation can assist this, because it means using different sources of

information to build a better and more extensive picture. For instance, an observation could take place, then a questionnaire and an interview.

The research was focused on the quantitative and qualitative approaches, that is to say using case study design. The descriptive design was used to generate characteristics of the research study, collect, analyze and give a report to the given situation.

Qualitative research is a form of scientific inquiry that spans different disciplines, fields and subject matter. Qualitative research that the researcher used provided invaluable information about the entrepreneurs of Kayabwe Town. It also useful in answering questions that was relevant but difficult to address with experimental research. Qualitative research method helped the researcher to understand the respondents' subjective perspectives. It was also helpful to the researcher in providing unique and critical contributions by entrepreneurial skills. Murray odd et al (2006), defines Qualitative data s a categorical measurement expressed not in terms of numbers, but rather by means of a natural language description. In this research, gender, age and status were used.

Quantitative research method is a method that emphasizes on object measurements and numerical analysis of data collected through questionnaires and surveys. Quantitative research helped the research to gather numerical data that was generalized across entrepreneurs. It was also useful in recognizing and isolating specific variables that were contained within the study framework. The researcher was able to study number o subjects hence generalizing results. Quantitative method also provided the researcher with summaries of data that supported generalization about the phenomenon that was under study.

Murraytodd et al (2006), defines quantitative data as a numerical measurement expressed not by means of a natural language description, but rather in terms of numbers.

3.2 Area of study:

Kayabwe Town is located at 83kms south west of Kampala on Masaka-Mbarara high way. It is about 1km after the equator.

3.3 Study population:

Population refers to a certain group of people that are of interest to the researcher.

The population that was surveyed consists of different kinds of small scale businesses in Kayabwe, Mpigi District. They include fabricators, carpenters, hairdressers and tailors. Twenty five entrepreneurs were chosen to provide all the necessary information for the study. In this research age between 18 and 46 were used. The study was carried out between October 2013 and April 2014.

3.4 Sampling procedures:

3.4.1 Sample size:

A sample refers to a small part of the population which is chosen to represent the whole event.

Twenty five respondents from Kayabwe town, Mpigi district provided reliable information for the research. All these were determined scientifically with the method shown below;

$$X = \frac{N}{1 + N \times 2}$$

Where; N is the total population and X is the error

3.4.2 Sampling techniques:

According to Sekaran (2003), sampling is the process of choosing the research units of the target population, which are to be included in the study. The samples to be used in the study were selected using a formula that involves level of confidence and the population size. This is shown by the method below;

N is the total population

X is the error

Therefore $X = N / (1 + N \cdot \alpha^2)$

The population size of SSE's is 26 which includes carpenters, tailors, hair dressers and fabricators. The error is usually 0.05 or 0.01. In this case the researcher used 0.01.

$X = 26 / (0.01)^2$

$X = 26 / 0.04$

$X = 25$

Therefore the sample size consisted of 25 respondents.

3.5 Data collection methods:

Data is a collection of facts, such as values or measurements. In this case the researcher used numbers, words, measurements, observations and description of things.

Data collection methods included primary data that was collected using questionnaires, face to face interviews, observation, focus group discussions and secondary data.

3.5.1 Primary data

Primary data is the data collected from the source. Primary data provided the researcher with basic original and unbiased information. The researcher collected data from the field using questionnaires, interviews and observation. These methods are explained below in detail.

Questionnaire: This is a set of printed or written questions with a choice of answers. This was the main collection tool used where by fifteen respondents were given questionnaires to fill in the answers of their own choice. The researcher analyzed the questionnaire using the research objectives to make sure it would help generate first hand, additional accurate information about the role of entrepreneurial skills on the success of SSE's in Kayabwe, Mpigi district. Questionnaires consisted of open ended and closed questions. Open ended questions enabled the respondents to freely discuss issues without limiting the scope. For

respondents who could not easily interpret the questions probably due to their educational levels, the researcher had to read the questions and the responses were written down. The advantage of this method was that the researcher managed to obtain enough information from any entrepreneurs within a short time which made comparison of answers possible.

Face to face Interviews: Face to face interview is a quantitative research method. It was mainly used to cater for those respondents who are not in hurry and did not understand the language used in the questionnaire because it permits clarification for questions. An interview guide was used for guidance during the interviews for the purpose of clarifying on some unclear issues and to allow purity of mind. Five respondents were able to give the researcher undivided attention in face to face interviews. Face to face interviews helped the researcher to have longer interviews and this created a bond between the researcher and the respondent. This bond led to the respondents being free to answer the questions.

Observation: This involved the researcher taking observations directly from the sample units of interest. It permitted the researcher to get firsthand information. This method was used because it is cheap to obtain accurate information that may not be captured using the questionnaire method.

Interview guides: An interview guide is a list of topics, themes or areas to be covered in a research study. An interview guide is usually constructed in such a way as to allow flexibility in the areas to be covered. The interview guide helped the researcher to find out answers about the research objectives. The researcher set up a list of well-structured questions which were asked to the entrepreneurs and answers were recorded carefully so as to get the required data to use in the report. This method was a way to acquire information from illiterate respondents since they consist of larger percentage of SSE's.

Focus group discussions: A focus group is a group of interacting individuals who have a common interest. This consisted of a group of five entrepreneurs, guided by the researcher as their facilitator; these people were allowed to talk freely and spontaneously about entrepreneurship. The researcher carried out a pre test study in order to determine the qualifications of the group discussion. The researcher later picked what was very important from the investigation and used it to write the research report. The group was selected from a target population whose opinions and ideas were of interest to the researcher and these were people who have been in business for a minimum of four years. Focus group discussions allowed the researcher to find out how entrepreneurs feel and think about entrepreneurial skills.

3.5.2 Secondary data.

The researcher after obtaining some data through primary sources also considered some secondary sources like the internet, journals, textbooks and dissertations. The research used this source in a bid to attain more insight on the topic and because it was cheaper and did not require the coercion of convincing people to co-operate and divulge information to the researcher keeping in mind that other people's views bring in new angles to any situation. All these sources were of great help to the researcher.

3.5.1 Data collection instrument:

Under self-administering questionnaires, a list of questions was answered by a number of respondents as part of the search for information. These free response questions permit an individual to respond in his/her own words (Mugenda. O. M &Mugenda. A. G 1999)

Under observation; eyes, pens, digital cameras were used.

Under interviews, the entrepreneurs were asked questions and this was done with the help of an interview guide so as to generate answers related to the study.

3.8 Data analysis:

It describes the techniques that were used to analyze the proposed data. The quantitative data that was collected from participant observation, questionnaires and interviews were quantitatively analyzed through deleting errors, correcting omissions and through coding which is assigning numerals or symbols to answer from respondents. It was analyzed in a way that the data was reduced to themes. Tables and charts were used to show this information. Qualitative data was summarized to show the relationship between entrepreneurial skills and standards of living.

A correlation was carried out to assess the degree of relationship that existed between the variables that is to say entrepreneurial skills and standards of living.

3.9 Validity and reliability:

Reliability is the extent to which the instrument consistently measures whatever it is measuring where as validity is the ability to produce findings that are in agreement with conceptual values.

The researcher used interview guides to collect information from the illiterate which was reliable. Questionnaires where entrepreneurs noted down their responses were used to obtain valid information from the case study. Since questions were obtained from objectives of the study therefore the information obtained is valid and reliable.

Quantitative research which was used in the study involved few variables and many cases and employed prescribed procedures that ensured validity and reliability.

3.9 Ethical consideration:

The researcher endeavored to carry out the research with clean conscience whereby there was not any form of payments made to the respondents be in monetary or non-monetary forms. Before carrying out the study, the researcher asked for consent from the respondents. The researcher provided assurance to the respondents that the findings were to help them determine whether entrepreneurial skills are responsible for the improvement of their standards of living. Issues to do with confidentiality and conditions of anonymity were emphasized to the respondents.

No individual was a subject of the research without his/her freely given consent that he/she agrees to participate. No pressure or inducement of any kind was applied to encourage an individual to become a subject of research.

Finally the researcher did not profit or act in such a way as to facilitate profit by third parties through the commercialization or dissemination of such knowledge without the concurrence of the respondents.

Seeking approval and permission from the authorities as well as obtaining consent from the respondents were guaranteed to the respondents.

3.10 Limitations of the study

Respondents were hesitant to reveal full information fearing that the researcher was trying to investigate their techniques of carrying out business and copy their procedures of how to conduct the business. The researcher overcame this by presenting the introductory letter given to me by the dean of the Faculty of Business Administration and Management.

Some respondents misinterpreted the instructions given and wrote vague answers. The researcher left out those answers that deviated very much from the study when analyzing the results to come up with recommendations and conclusions.

Due to the busy schedule of entrepreneurs sometimes they would not be available to be interviewed. This made the exercise time consuming and expensive. The researcher overcame this problem by scheduling night time sessions.

Some respondents thought it was a profit making activity and hence wanted money from the researcher. This was clarified by the introductory letter from the dean of the Faculty of Business Administration and Management.

Some respondents did not understand English which was used in designing of questionnaires. The researcher solved this by explaining the hard words.

3.11 Conclusion:

In this chapter, different research methods which were used in the study have been discussed. Among some of these methods include, Observation, focus group discussions, questionnaires and interviewing. Reasons for their use were also included in this chapter. Other discussed include the different designing tools that were chosen by the researcher basing on their ability and performance.

CHAPTER FOUR

FINDINGS AND ANALYSIS OF EMPIRICAL DATA

4.0 Introduction:

This chapter contains the presentation of the data obtained from the case study, and analysis of empirical data. The findings presented in this chapter were obtained from a sample of twenty five entrepreneurs in Kayabwe Town, who included; fabricators, carpenters, hair dressers and tailors. They included thirteen males and twelve females. The researcher used both qualitative and quantitative methods of data collection from the field. All the answers given by respondents have been analyzed, interpreted, discussed and presented according to the objectives. The discussion of the chapter begins with biographic data and proceeds with analysis of objectives.

4.1 Back ground information of the respondents

4.1.1 The respondents sex

All the respondents including five that were interviewed, focus group of five and fifteen that answered questionnaires revealed their age. The findings are as shown on the table below:

Table 2: Respondents' Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	13	52.0	52.0	52.0
Female	12	48.0	48.0	100.0
Total	25	100.0	100.0	

Source: **Primary Data 2014**

From the table above, the researcher found out that 52% of the respondents were male, and 48% were female. This implies there is gender balance in the SSE although the majority which is 52% of the entrepreneurs is the male.

4.1.2 The age brackets

According to the twenty five respondents, five that were interviewed, focus group of five and fifteen that answered questionnaires; it was found out that the age brackets of the respondents of entrepreneurs are between 18 and 46 years as indicated in the table below:

Table 3: The respondents age brackets

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	13	52.0	52.0	52.0
26-35	10	40.0	40.0	92.0
36-45	1	4.0	4.0	96.0
above46	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Source: Primary Data 2014

From the table above, 52% of the respondents were between 18 to 25 years of age, 40% were between 26 to 35years, 4% were between 36 to 45years, and 4% were over 46years of age. This implies that most entrepreneurs were still young and dynamic for good performance in small scale businesses.

4.1.3 Education background of the respondents

The research findings from the respondents showed clearly the responses on the educational background as indicated in the table below:

Table 4: Education background of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Degree	1	4.0	4.0	4.0
Diploma	2	8.0	8.0	12.0
UACE	13	52.0	52.0	64.0
UCE	7	28.0	28.0	92.0
Primary	2	8.0	8.0	100.0
Total	25	100.0	100.0	

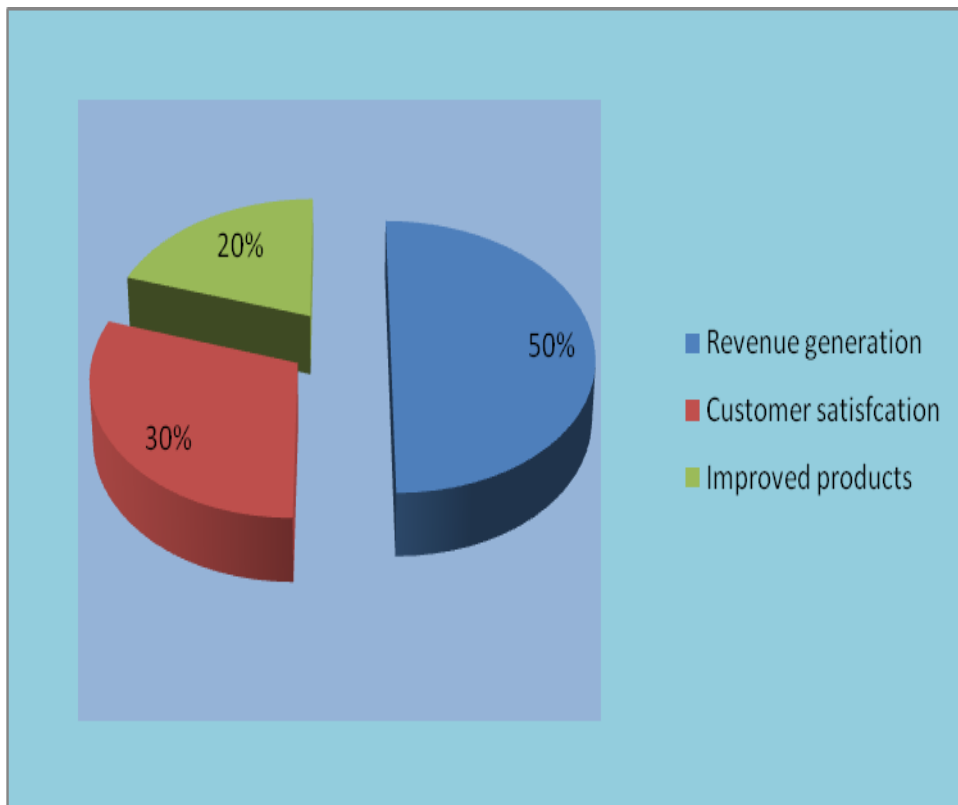
Source: Research Data 2014

From the table above, 4% of the respondents were degree holders, 8% were diploma holders, 52% UACE certificates, 28% UCE certificates and 8% stopped at primary level. This implies that most respondents had the capacity to answer questions in the questionnaire. The study findings on SSE's showed the majority which is 52% of the entrepreneurs are at secondary level.

4.2 Role of innovation skills on the improvement of standards of living of SSE's

Innovation is an important skill in entrepreneurship since it involves creation of new products and services. Therefore it is one of the skills responsible for the improvement of standards of living of SSE's. According to the interviews and focus groups respondents, innovation skills are responsible for the improvement of standards of living of SSE's, through revenue generation, customer satisfaction and improved products. The results are as shown on the table below:

Figure 1: The role of innovation on the standards of living of SSE's

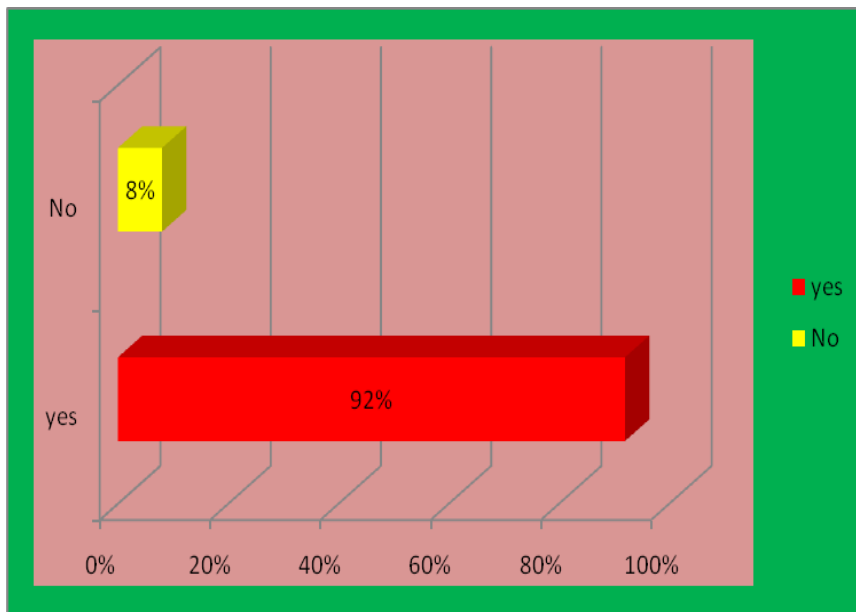


Sources: Research data 2014

The analysis from the figure above clearly showed that there is increased revenue, customer satisfaction and improved products. 20% said they thought innovation skills brought about improved products which attract new customers hence more sales. 30% of the respondents agreed that through creation of new and unique products, customer needs are met. 50% also agreed that innovation skills increase their revenue. From the interviews, focus groups and the researcher's observation, it is visible that more revenue is generated through new and improved products. It is also visible that through the innovated products, customers are satisfied with the SSE's. These findings concur with the work of Smith (2006) who notes that innovation activities include new designs, manufacturing and product support.

The researcher asked respondents whether innovation skills were responsible for their standards of living and the following results in the table below were obtained;

Figure 2: The responsibility of innovation skills on the standards of living of SSE's



Source: Primary data 2014

From the figure above, 92% of the respondents believe that innovation skills are responsible for the improvement of their standards of living while 8% believe that innovation skills have nothing to do with their standards of living. These two respondents admitted that they were not innovative hence the reason they chose a no response. The high percentage of yes responses agree with Beer et al (2008) who argues that introduction of new ideas bring about more sales hence better standards of living through meeting personal needs. Focus groups and interview also agreed that innovation skills are responsible for the improvement of their standards of living.

Respondents were asked whether they had any innovated products and their sales and the results are shown in the table below:

Table 5: The relationship between innovated products and their sales

Number of respondents	Responses	Percentage	Sales per day UGX
10	Yes	66.7	1,000,000
5	No	33.3	500,000

Source: Primary data 2014

The above findings show that 66.7% of the respondents had innovated products and their daily sales were more than that of respondents who had no innovated products. 33.3% had no innovated products and their sales were lower than that of respondents who had innovated products. This shows that innovated products generate more profits for SSE's. With more profits, entrepreneurs are able to cater for their needs hence better standards of living. The interviews and focus groups agree with 66.7% of the respondents that innovated products brought in more sales. This agrees to Hodgets and Kuratko (2004) who state that innovated products creates wealth.

4.3 The effect of creativity skills on the standards of living of SSE's

Through doing things differently, entrepreneurs have been able to achieve many things which include; customer loyalty, customer satisfaction, and improved products and services. This was assessed through the questionnaires with 15 respondents out of 25 and the findings are as shown in table below.

Table 6: The achievements of SSE's through creativity skills

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
customer loyalty	6	24.0	40.0	40.0
customer satisfaction	5	20.0	33.3	73.3
improved products	4	16.0	26.7	100.0
Total	15	60.0	100.0	
Missing				
System	10	40.0		
Total	25	100.0		

Source: Primary Data 2014

From the table above, 40% of the respondents said that they had achieved customer loyalty through doing things differently, 33.3% said that their customers were satisfied with their work. 26.6% agreed to have improved their products. However 20% did not answer anything, it is certain that there are some instances where by SSE's did not achieve anything from doing things differently. This may have been because they did not apply creativity skills or they cannot identify exactly what they had achieved. These findings correspond with Smith (2006) that creativity skills enable SSE's to gain more profits hence better standards of living.

Focus group respondents and interviews had the following responses;

Table 7: The achievements of SSE's through creativity skills

Responses	Number of responses	Percentage
Improved social status	6	60
Increased number of customers	4	40

Source: Primary Data 2014

From the above table, 60% of respondents' status had improved through doing things differently and 40% of the respondents' customers had increased. These findings agree with Sternberg (2006) who suggests types of creative contribution which enable SSE's to understand the environment and utilize the opportunities. By understanding the business environment, opportunities can be exploited which includes attracting new customers and increasing the customer base hence more sales. The more customers an entrepreneur has the more famous he/she becomes.

Respondents were asked how creativity skills were responsible for the improvement of their standards of living and the following table shows their responses.

Table 8: How creativity skills are responsible of improved standards of living of SSE's

Number of respondents	Percentage	Responses
9	60	Through being creative, customers run to you for business. This helps one to acquire more profits hence better standards of living.
3	20	Wealth creation through increased customers hence better standards of living.
2	13.3	Through profits acquired, one is able to afford medical bills, education fees and other personal needs
1	6.67	Passion of achieving one's goal

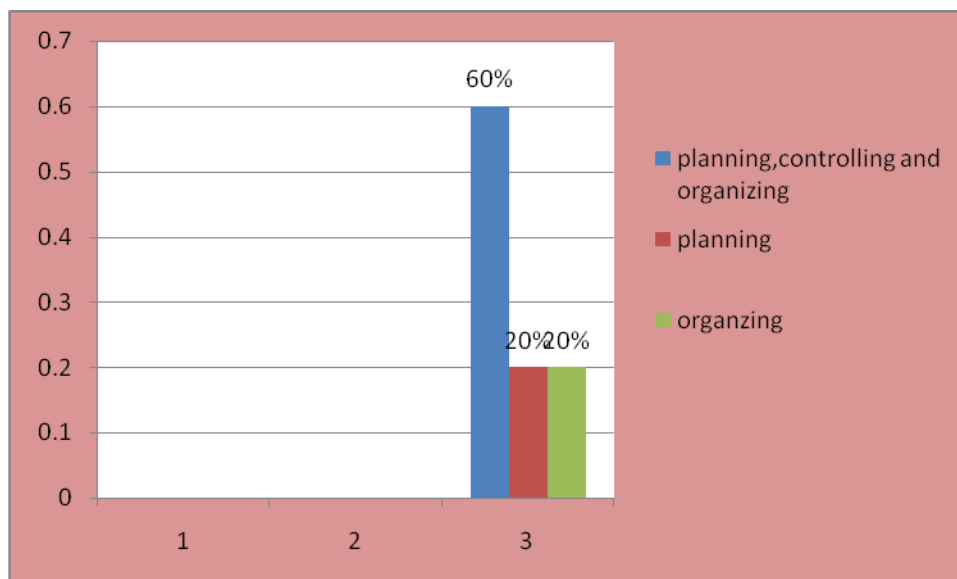
Source: Primary data 2014

According to the findings above, 60% of the respondents believe that through being creative, customers run to them for business, 20% believe that through creativity skills, entrepreneurs are able to acquire wealth, 13.3% believe that profits acquire through being creative help entrepreneurs to cater for their needs and 6.67% say that creativity skills help them in achieving their goals. Focus groups and interview also agree that through being creative, customers are able to confide in you to meet their demands

4.4 Management skills used by SSE's.

Management skills like controlling, planning and organizing were being applied to businesses by SSE's. This was assessed by use of questionnaires, interview and focused discussions with respondents and the findings were as reflected on the below:

Figure 3: Management skills applied by SSE's



Source: Research Data 2014

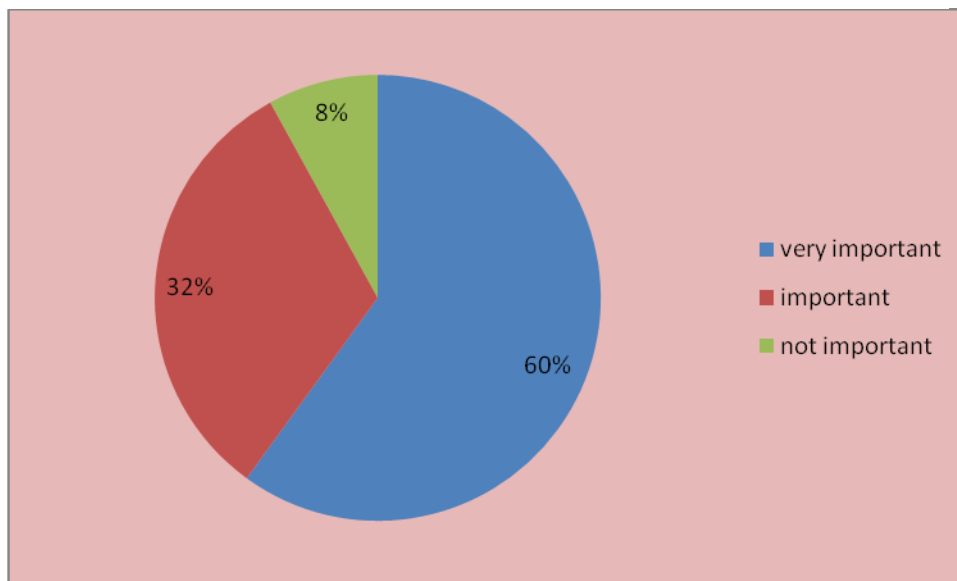
From the figure above, 60% of the respondents apply management skills like planning, controlling and organizing, 20% apply planning alone without any other management skill while the other 20% apply organizing skills. These management skills help entrepreneurs to plan, control and organize their businesses.

Through applying management skills in this case organizing, planning and controlling, entrepreneurs said that they organize their employees in teams to work together; they also involve their employees in planning and control conflict when they can. Focus groups and interviews also applied planning skills most to their business to improve standards of living.

This corresponds to Kirby (2006) that management skills indicate how well an entrepreneur is able to perform specific activities.

Entrepreneurs were asked if they thought management skills were the most important skills needed to manage one's business effectively, results are recorded in table below:

Figure 4: The importance of management skills in order to be an effective manager



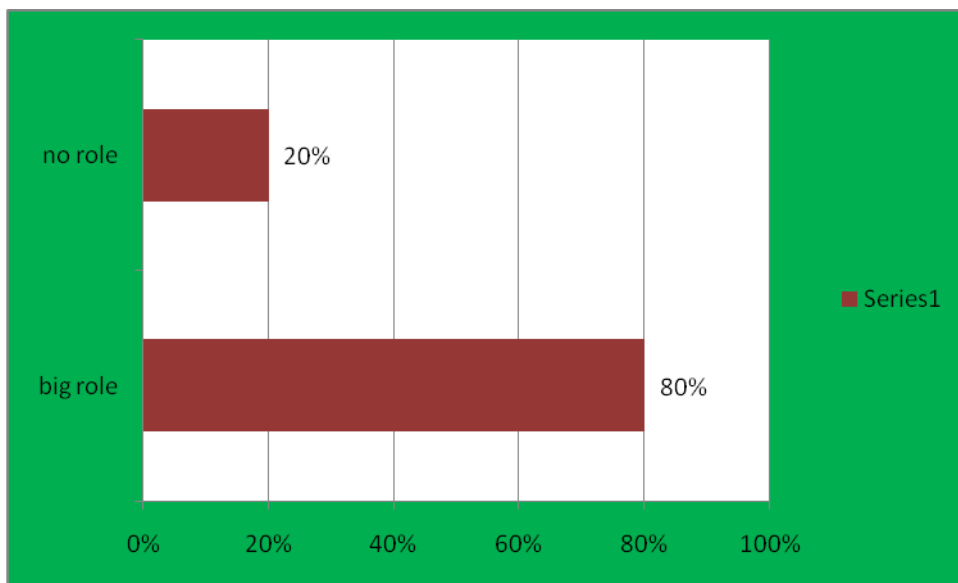
Source: primary data 2014

According to the results obtained, 60% agree that management skills are very important in managing a business, 32 also agree that to some extent management skills are important while 8% disagree that management skills have no relationship with the success of a business. Focus groups and interviews agree that management skills are very important in the running of their businesses. It is evident in chapter two where, Drucker (2005) argues that management skills once applied by SSE's, increases chances of success.

4.5 The role of entrepreneurial skills on the standards of living of SSE's

The researcher inquired from interviews and focused groups whether the entrepreneurial skills were responsible for the improvement of standards of living among SSE's. The findings are recorded in the table below:

Figure 5: Showing the role of entrepreneurial skills on the standards of living of SSE's



Source: Primary data 2014

Considering the results from the above figures, 92% said that entrepreneurial skills were responsible for the improvement on the standards of living on SSE's. Examples of such skills are innovation skills, creativity skills and management skills. However 8% of respondents said that entrepreneurial skills were not responsible for the improvement of the standards of living of SSE's. They noted that business depended on other factors like availability of resources, location and security of the premises. A few of the focused group respondents agree that entrepreneurial skills improve standards of living.

4.5 The challenges faced by SSE's

The challenges involved in the process of entrepreneurship were assessed through questionnaires administered; focused groups and interviews carried out to 25 respondents and the findings are as shown on the table below:

Table 9: The challenges faced by SSE's

	Respondents	Results	Percentage
Limited capital	25	23	92
Lack of skilled labor	25	16	64
Harsh working conditions	25	14	56
Bad debtors	25	13	52
High government taxes	25	25	100
Stiff competition	25	19	76

Source: Research data 2014

The table above precisely show to us the major challenges faced by SSE's, limited capital (92%) this affects planning, the 64% of the respondents state that lack of skilled labor and expensive laborers is a challenge that slows down work. This is due to young people running for white collar jobs. 56% said they were faced with a challenge of harsh working conditions. This is mainly faced by carpenters who have poor housing facilities, (52%) were faced with bad debtors. These are customers who take products on credit and refuse to pay or delay to pay which slows down work. 76% faced stiff competition while the majority which is 100% was faced with high government taxes imposed on them. Focused groups mainly agreed to high government taxes imposed on them while interviews agreed to limited capital.

4.6 Ways of minimizing the challenges faced by the SSE's

The respondents suggested that the challenge of lack of capital can be minimized by acquiring low interest rate loans from microfinance institutions to help them their desired businesses. It can also be minimized by forming associations and clubs amongst themselves and contributing capital towards each other.

Lack of skilled labor can be minimized by training the youth on the entrepreneur process.

Bad debts can be avoided by reducing on the rate of giving out products on credit and by giving products on credit to those customers that they know very well.

4.7 The relationship between entrepreneurial skills and the standards of living on SSE's

The researcher observed the entrepreneurs works to find out if there was a relationship between entrepreneurial skills and standards of living.

Considering the researchers observation, the larger extent showed that there was a relationship between entrepreneurial skill and standards of living. Examples of such skills are; innovation, creativity and management skills. This was due to the way entrepreneurs who had applied entrepreneurial skills were behaving. However those that were illiterate and had not applied entrepreneurial skills showed that there was no relationship between entrepreneurial skills and standards of living. This showed that business enterprises can survive on other factors like; availability of resources, location of the business, transport and security of the place. In the view of the above, there is a relationship between entrepreneurial skills and standards of living.

4.8 Conclusion

According to the findings, it has been ascertained that SSE's require skills, ideas from friends, capital and being hard working and dedicated to their work. If these factors are combined, surely some degree of improvement in their standards of living can be obtained. Entrepreneurs also need to work together by forming clubs and associations which in idea generations and rising finance for them.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The previous chapter presented the actual findings from the research study. This chapter presents the summary of findings from the study, conclusion and overall recommendations. It provides various suggestions to SSE's around Kayabwe Town and in Uganda at large on how to improve upon the techniques of running their businesses.

5.1 Summary of findings

The first objective of this study was to examine how innovation improves the standards of living of SSE's. Findings showed that the majority which was 50% of the respondents believed that innovation skills increased their revenue. The research also showed that 92% of the respondents believe that innovation skills are responsible for the improvement of their standards of living. It was also found out that innovated products which are unique generate more sales than the ordinary ones.

The second objective of this study was to examine the role of creativity on the improvement of the standards of living of SSE's. The study showed that creativity skills are responsible for the improvement of standards of living of SSE's. 33.3% of the respondents said that creativity skills helped them to improve their products; more profits generated where entrepreneurs can afford medical bills, pay for their education and meet other personal needs. 40% said that creativity skills enabled them to achieve customer loyalty while 26.6% achieved customer satisfaction from creativity skills they applied to their businesses.

The third objective of this study was to examine the role of management skills on the standards of living of SSE's. Management skills which include; planning, organizing and controlling were found out to be responsible for the improvement of standards of living of

SSE's. This was evident from the findings that showed the majority which was 60% practiced management skills in their businesses. Through increased revenue, entrepreneurs are able to pay medical bills, pay school fees for their children and themselves to further studies and cater for other personal needs.

5.2 Conclusions

Innovation skills are responsible for the improvement of standards of living on SSE's in Kayabwe Town. This has been proved by the study carried out on SSE's in Kayabwe Town. Standards of living have improved in form of wealth; acquired profits and good health have been greatly improved. The significance of these skills is that an entrepreneur who adopts these skills will enjoy their benefits and prevent his/her business from collapsing. Innovated products generate more sales than the ordinary ones.

Creativity skills have enabled entrepreneurs to achieve customer loyalty, satisfaction and brought about improved products. Through achieving these benefits an entrepreneur is able to increase customer base hence more sales and better standards of living.

Through planning, organizing and controlling, entrepreneurs are able to manage their businesses successfully and attain better standards of living. Successful businesses generate profits which are used to meet necessary needs and any luxury one wants to enjoy. Entrepreneurial skills are the basis for better standards of living whether small, medium or big.

However in order for entrepreneurs in Kayabwe Town and across Uganda to improve their performance, there is needed to strengthen the areas of weaknesses. This could be done through the use of the recommendation the researcher provided below.

Finally the researcher encourages other academicians to get more familiar with entrepreneurship because it is an interesting subject. There is still a lot to be discovered, since it is an art and science.

5.3 Recommendations

Entrepreneurial skills are very important and in order for every entrepreneur in Kayabwe Town and Uganda at large to be successful, these skills should be applied. Thus the researcher recommends that entrepreneurs in Kayabwe Town who do not know how to apply these skills to visit others within the same town and other towns in Uganda so that they can learn from them. Skills like innovation, creativity and management skills should be acquired at least by every entrepreneur.

Entrepreneurs should observe customer's tastes and preference in case they change. Entrepreneurs need to come up with new designs of products in order to compete with the changing world. This can be done by asking customers what best suits their taste and then the entrepreneur can work towards that.

Entrepreneurs who can afford visiting other countries should do so that they can bench mark from outsiders and be able to market their products globally. Important equipment for use can also be bought while visiting other countries.

Entrepreneurs should keep listening to the media so that they are informed with what is happening outside their world. The media includes the radio, television and newspapers. Where possible they can access the internet to know more about entrepreneurship. Tailors and hairdressers can engage in reading fashion magazines to adopt new designs.

Management skills should be adopted for those who had not yet adopted them who were 8% of the respondents because it was observed that these skills enable entrepreneurs to control,

plan, and organize the business. Planning involves looking ahead and anticipating problems while looking for solutions. A manager can also organize employees to form a business structure. This will enable employees to work under supervision of their bosses.

In addition to that, entrepreneurial skills need to be backed up with availability of capital, strategic location of the business and ensuring security in the areas. For example a salon business can be set up near a girl's hostel in order to attract young girls who want to dress their hair.

Entrepreneurs around Kayabwe Town should form clubs and associations where they gather once in a while to discuss problems they face and the possible solutions. They can also learn from each other how to conduct a business successfully. Assistance to each other can also be offered in terms of finances and constructive ideas. Finance assistance can be in form of collecting money monthly in contribution to each other.

The government should also reduce on taxes, improves on infrastructure and encourage mass education on entrepreneurship. This can be done through public lecture and career guidance seminars to young people. This is because young people can be with good business plans but may lack the idea of how to implement it. There should also be exchange visits by entrepreneurs on national level and representatives can be picked from each district in Uganda.

Entrepreneurs can also carry out SWOT analysis to identify the strength, weaknesses, opportunities and threats. This will help them to find the best appropriate way of how to handle and when to start their businesses. A good entrepreneur should always be alert and ready to use any opportunity that surfaces as well as minimizing weaknesses and threat.

Entrepreneurs in Kayabwe Town should also organize seminars and workshops and invite entrepreneurs on national and international level. These entrepreneurs can teach them business management skills, innovation, creativity and many other skills that will be of importance.

Entrepreneurs should engage in businesses that they are passionate about. A young woman interested in fashion can start up a tailoring business and designs clothes that on vogue.

Entrepreneurs should avoid giving debts to untrustworthy customers, that is to say they should give debts to only a few trusted customers and who are able to pay in the shortest time possible.

Entrepreneurs should write down their goals and objectives and work towards achieving them. A business with no goal cannot succeed because it is not heading anywhere. All employees should understand these goal and objectives so that the business runs together in the same direction.

Entrepreneurs should be loyal to their customers so that they can keep a strong relationship. Giving out bonuses to their customers is one way to show great appreciation.

The researcher suggests that entrepreneurs should avoid spending beyond their income. Unnecessary things like women and alcohol should be avoided since they consume a lot of money have other bad consequences and they are not essential.

5.4 Implications

By adopting entrepreneurial skill and visiting other entrepreneurs to learn from them, entrepreneurs improve their standards of living through the revenue generated and more benefits of running a business. Adapting the right skills like innovation, creativity, managements and right attitudes contributes to the success of business.

By observing customer tastes and preference, an entrepreneur gets to know what to produce and when to produce it.

The media is a center for advertising and learning for entrepreneurs. Entrepreneurs can advertise on radios, television and newspapers to expose their businesses. This will bring in more customers hence more sales that bring in profits and therefore an entrepreneur can cater for personal needs.

Management skills help entrepreneurs to organize, plan and control their businesses. Planning for the business is essential because forecasts can be made on demand and future sales. Employees can also be organized in teams to work together which encourages team work.

Small Scale Entrepreneurs develop personal relationships with their customer through loyalty. Being loyal to their customers builds a strong relationship. With small business an entrepreneur is able to know who he/she is dealing with. Person-to-person interaction is as important as ever in building strong relationships.

A strategically located business attracts customers who may be just passing by. Little energy is spent on advertising and directing customers to remote premises.

Clubs and associations are vital in cases of financial problems. Money can be borrowed at a low interest rate from these associations to finance a business.

Reduced taxes and improved infrastructure can be helpful to an entrepreneur. Good roads ease transport and low taxes are easy to pay without straining the business.

SWOT analysis helps an entrepreneur to identify strengths and weaknesses of a business and how to deal with them while external opportunities can be utilized and the threats overcome.

Engaging in a business one is passionate about can be enriching. Total commitment is assured hence the success of the business.

Avoiding giving debts reduces on the losses of the business as well as spending beyond one's income.

Small businesses are vital to the success of the economy. They meet local needs for example hairdressing, carpentry and fabricating. They also serve the requirements of larger businesses like a carpenter may supply other industries with furniture.

Entrepreneurial skills enable entrepreneurs to respond flexibly to problems and challenges. In small businesses, there is little chain of command making them far more flexible to making decisions.

SSE's with entrepreneurial skills are well positioned to introduce and develop new ideas. This is because entrepreneurs do not need to seek approval from anyone else.

5.5 Areas for further study

Availability of capital. For any business to commence, capital is needed. Scholars should find out the sources of capital and how it can be acquired.

In order to create new knowledge about entrepreneurship, research that informs about education programs and that educates policy makers and the public about pro-entrepreneurship policies at all levels of government.

A study should be conducted on personal traits like being honest, having responsibility for all your actions and patience. These traits define who one is and what they like. These traits are important in the success of a business.

Marketing of product and services produced and provided by entrepreneurs should be studied to find out ways of marketing their products and services.

Scholars should study entrepreneurial cognition and decision making at the individual level to more macro aspects including new venture strategy, corporate entrepreneurship and growth at the firm level.

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APPENDICES

APPENDIX I

RESEARCH QUESTIONNAIRE FOR THE ENTREPRENEUR

Dear respondent, this is a research being carried out by Twinomujuni Rhoda a student of Uganda Martyrs University. The research is being carried out to establish the effect of entrepreneurial skills on the standards of living amongst small scale retailers and it is purely for academic purposes.

Your responses are greatly appreciated and the information provided is for only academic purposes and will be confidentially kept.

Instructions:

1. Please tick where applicable
2. Try and write clearly

SECTION A

Name (Optional):.....Age.....

Gender: Male Female

Type of business:.....

Education status: Degree Diploma UACE UCE Primary

Age: Between 18-25 26-35 36-45 Above 46

SECTION B (INNOVATION SKILLS AND STANDARDS OF LIVING)

1. Do you think innovative projects increase revenue? If yes, how?

Yes No

.....

...

2. Do you think innovation skills are responsible for the success of your business?

Yes No

3. Do your innovation skills satisfy customer needs?

Yes No

4. Do you think innovation skills bring about improved products?

Yes No

5. Any innovated products?

.....

6. Estimate your sales from your innovated products if any

.....

SECTION C (CREATIVITY SKILLS AND STANDARDS OF LIVING)

7. What have you achieved with doing things differently?

.....

.....

8. Do you think creativity skills are responsible for the success of your business?

.....

.....

How are creativity skills responsible in improving your standards of living?

.....

SECTION D (MANAGEMENT SKILLS AND STANDARDS OF LIVING)

1. Strongly disagree 2. Not agree 3. Agree 4. Strongly agree. Tick where applicable.

	1	2	3	4
Management skills are the most important skills that I need to be an effective manager.				
When I delegate work, I give it to whoever has time available				
I solve business problems with my employees				
I plan for my business with my employees assistance				
I organize my employees in teams to work together				
I make decisions following careful analysis, rather than relying on gut instinct.				
I let my team members figure out for themselves how best to work together.				
I spend time talking with my team about what's going well and what needs improving				
I think that the statement "if you want a job done well, do it yourself" is true				
I brief my employees so that they know what's going on around them				
I do all I can to avoid conflict in my team				

Thank you for your full cooperation may the good Lord Bless You!

APPENDIX 3

INTERVIEW GUIDE

My name is Twinomujuni Rhoda, a student of Business Administration and Management at Uganda Martyrs University. I am carrying out research on the effect of entrepreneurial skills on the standards of living of Small Scale Entrepreneurs. I request that you help me answer the questions below;

1. What is the role of innovation skills on the improvement of your standards of living?
2. What is the responsibility of innovation skills on your standards of living?
3. Do innovated products sell more than normal products?
4. What have you achieved through doing things differently?
5. What management skills have you applied in your business?
6. Do you think management skills are important in the running of your business?
7. What role has entrepreneurial skills like innovation, creativity and management skill played in your business?
8. What challenges have you faced in the running of your business?
9. What have you done to minimize these challenges?

Thank you so much for your time.

APPENDIX 4

FOCUS GROUP DISCUSSION

My name is Twinomujuni Rhoda a student of Business Administration and Management at Uganda Martyrs University. I am carrying out research on the effect of entrepreneurial skills on the standards of living of Small Scale Entrepreneurs in Kayabwe Town. I request that you help me answer the following questions.

1. What challenges have you faced while running your business?
2. What have you done to overcome these challenges?
3. Do you think entrepreneurial skills like innovation, creativity and management skills are responsible for the improvement of your standards of living?
4. What management skills have you applied in your business?
5. Do you have any innovated products?
6. If any innovated products, what sales have they generated?
7. What have you achieved through doing things differently?

Thank you so much for your time