

**ASSESSING THE CONTRIBUTION OF ENTREPRENEURIAL SKILLS ON THE
PERFORMANCE OF SMES IN OWINO MARKET**

SUBMITTED BY

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2011-B022-20056



UGANDA MARTYRS UNIVERSITY

APRIL, 2015

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**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS
ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS OF A BACHELOR'S DEGREE IN BUSINESS
ADMINISTRATION AND MANAGEMENT OF UGANDA MARTYRS UNIVERSITY**

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DEDICATION

This research report is a special dedication to my Father Mr. William Ssendo and My Mother Nankumba Betty who morally groomed me and supported me financially from my infancy stages of education up to date, taught me that the best kind of knowledge to have is that which is learned for its own sake and that even the largest task can be accomplished if it is done one step at a time.

I would also forward it as a special dedication to my sister at Mini- Price and my brother still in for books as a token of encouragement that all the good things need to have a background of a serious foundation of Education and Hard work.

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ABSTRACT

Many of the SMEs in Uganda do not engage in networking through their entrepreneurs which is commonly caused due to lack of social capital and personal entrepreneurial skills. Studies have shown that SMEs do play a key role in fostering economic growth, generating employment opportunities and reducing poverty (Arinaitwe; 2006). In Uganda, SMEs have further proven important to be entities which have continued to play a critical role in the economic development of Uganda. The study was about the contribution of entrepreneurial skills on the performance of small scale businesses in Owino market and was guided by three objectives which included Identifying Leadership skills, Marketing skills and financial skills and their impact on business performance. The study used a case study design and applied qualitative data. The study also used correlation approaches to establish the relationships amongst the study variables. A sample of 63 respondents was used and the findings were analyzed using SPSS. The data was presented using tables and frequency tables. The study established the relationship between entrepreneurial skills on the performance of Small scale businesses in Owino.

The study made several recommendations among which was that government has to come in and work on the quality of infrastructure to create more space for its entrepreneurs, financial training and financial support through Micro- finance institutions and government programs among others.

CHAPTER ONE

GENERAL INTRODUCTION

1.0. Introduction

Small and medium enterprise industry plays a vital role towards the creation of jobs and accumulation of wealth amongst various sections of entrepreneurs including both the youth and the old people and also greatly contributes to the country's GDP through the creation of employment to people

This study intends to examine the effect of entrepreneurial skills on the performance of small scale businesses in owino market. Basically this research intends to concentrate on people who deal in old clothes for men. At the end of this chapter, one should be able to see the following; the Gap, Title, Problem statement, Conceptual framework, General objectives, Specific objectives, Research questions and the scope.

1.1. Background of the Study

Ahmad et al. (2010) provides that for SMEs, the critical resources are likely to be held by the individual entrepreneurs that are likely to be reflected in their skills, knowledge, experience and education. The lack of separation between ownership and control in SMEs suggests that business owners themselves are responsible for the direction and development of their firms. Hence, the success or failure of the SMEs is largely influenced by the skills and abilities of the owners. Among other observations, business hardships encountered by entrepreneurs often stem from a lack of knowledge or skill, a lack of finances, or the lack of a supportive social network. In the entrepreneurial process, there are three basic categories of capital that contribute to a successful venture: human, financial, and social (Ahmad et al; 2010).

Herrington et al. (2009) in his work noted that lack of education (a subset of human capital) and training amongst entrepreneurs was the most important cause of failure for new SMEs in Uganda. Many of the SMEs in Uganda do not engage in networking through their entrepreneurs which is commonly caused due to lack of social capital. Studies have shown that SMEs have played major roles in fostering economic growth, generating employment opportunities and reducing poverty (Arinaitwe; 2006). In Uganda, SMEs have further proven important entities which have continued to play a critical role in the economic development of Uganda. Performance of Small and medium enterprises is influenced by the difference in the leadership styles that are exhibited by the entrepreneurs as they run their institutions from time to time (Stahl; 2007). Arinaitwe (2006) in his work came up with three types of leadership styles such as transactional leadership, transformational leadership, and passive-avoidant leadership. Transactional, transformational and passive-avoidant leaders are part of SMEs environment because they influence individual and organizational performance. Robbins (2003) also acknowledged transactional leaders are those who guide or motivate their followers in the direction of established goals by clarifying roles and tasks requirement. Transactional leaders always do focus on their task and are receptive to the performance of their followers (Johnson & Klee, 2007).

The growing recognition of small and medium enterprise as an instrument of economic growth and development has led to the commitment of financing bodies like the World Bank on SMEs sector as core element in its strategy to foster economic growth, employment and poverty alleviation in struggling and developing countries. In the year 2004, the World Bank group approved roughly \$2.4 billion in support of micro small and medium enterprises (World Bank, 2001). Narasimhan, (2009) further noted that business on small and medium scale is not only put out to address the needs of employment creation, but also have the capacity to deliver the economies of scales to the large industries. Nonetheless various

programs have been established by the government to educate entrepreneurs on how to manage their businesses that enable their attainment of entrepreneurial skills that are geared towards the venture and these skills include: leadership skills, marketing skills and financial skill, personality skills, and customer care skills.

1.2 Background to the case study

Owino market literally known as St. Balikudembe market is located with in Kampala central division with approximately nine thousand inhabitants dealing in various kinds of merchandise. Owino market is covered with a number of small scale businesses and among these include: designing and selling clothes, businesses dealing in agricultural products and poultry businesses. The coverage of research will however lay more emphasis onto the entrepreneurs that directly deal in various activities that are involved with selling of Men's clothes.

1.3 Problem Statement

Entrepreneurs play a vital role towards the improvement and performance of small scale enterprises in Uganda which include venture creation, wealth generation and employment opportunities (Kijkuit & Ende, J. 2007). If one has been very conversant with Uganda's economy, small scale businesses have continuously gone on to perform poorly with cases of business failure, accrued losses which have been as a result of lack of enough entrepreneurial skills i.e. leadership skills, financial skills and marketing skills and because these skills have continuously gone on to perform poor and some have collapsed even before they celebrate their first anniversary (Tushabomwe & Kazooba, 2006).

However, as a measure to embark on the poor performance of small scale enterprises in Owino market ore so those dealing in the clothing sector, sensitization of entrepreneurs

within the market about the importance and the impact of enterprenuerial skills on the performance their businesses has been put up on the radar. Entrepreneurs with the sensitization will be in a better position to manage their cash, impose better financial discipline, set the right prices for their products, promote their enterprises and they will be able to make the right decisions concerning their businesses and in so doing this will improve on the performance of small scale businesses in Owino market and thus reducing on the poor performance in small scale enterprises.

1.4 General Objective of the Study

The research is set to explore the effect of entrepreneurial skills on the performance of small and medium enterprises.

1.5 Specific Objectives

- I. To establish the effect of leadership skills on the performance of small scale and medium enterprises in owino market.
- II. To determine the impact of marketing skills on the performance of small and medium enterprises in owino market.
- III. To examine the effect of financial skills on the performance of small and medium enterprises in owino market.

1.6 Research Questions

- I. What impact do leadership skills impose on the performance of small and medium enterprises in owino market?

II. What effect do marketing skills have on the performance of small and medium enterprises in owino market?

III. How do financial management skills impact on the performance of small and medium enterprises in Owino market?

1.7 Scope of the Study

1.7.1 Content Scope

This study on the contribution of entrepreneurial skills on the performance of SMEs will concentrate on how the skills possessed by entrepreneur helps them to improve the performance of their business. The study will draw the effect of leadership skills financial skills and marketing skills on the performance of their business ventures. The study will rotate and reveal all supporting literature concerning entrepreneurial skills as possessed by entrepreneurs and their effect on business performance.

1.7.2 Time Scope

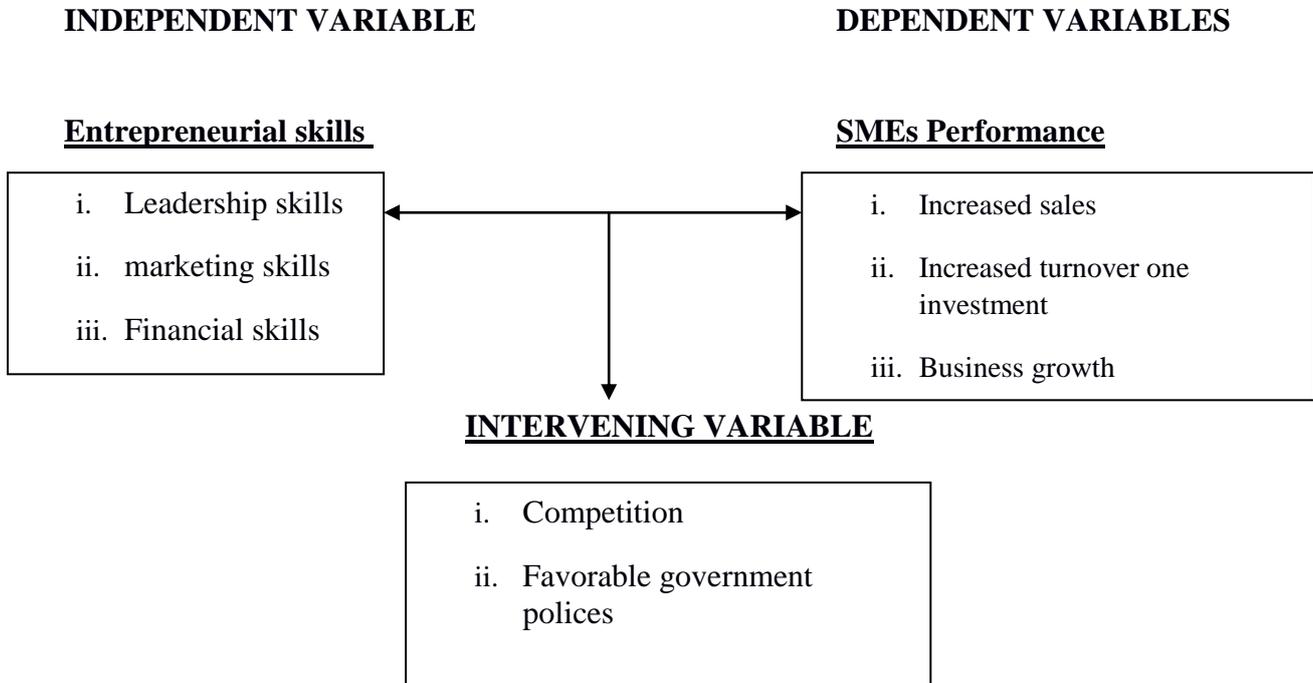
The research will cover factors affecting the success of small and medium enterprises in will be conducted between the period of 2011 to 2015 since the researcher is interested in getting an understanding of factors affecting the success Small and medium enterprises looking on the skills possessed by the entrepreneurs.

1.7.3 Geographical Scope

The research is to be conducted in owino market in Kampala central specifically on the people who deal in old clothes for gents.

1.8 Conceptual Framework

Figure 1.1: Conceptual Framework



Source: Stevenson and Annette (2005)

The conceptual has the independent variables which include; leadership skills, marketing skills and financial skills which happen to be a few of the key entrepreneurial skills that are required by entrepreneurs as they create new ventures (Stevenson and Annette (2005). Leadership skills greatly influence business performance because it sets the business pace and the entire future of the business all depends on the leader. Financially, returns on investments may not be obtained is financial skills are not exhibited by the entrepreneur and the same applies to marketing skills which help the entrepreneur see his or her product reaching the targeted clientele. The dependent variables include; increased sales, increased turn over on investment and business growth and the intervening variables include; completion and favorable government policies.

1.9 Justification to the Study

The research is to be conducted at that particular time to investigate the courses of failure of small scale business and find out the possible solutions that should be adopted to overcome the problem. Uganda by various international reports have pointed it out as the country with the highest rates of business startups and still ranked the same country with the highest small and medium enterprises failure. So this research will be of a view to address the key issue as regards the performance of these businesses

1.10 Significance of the Study

The research will be useful to the government, entrepreneurs, small scale businesses, university students especially those handling business courses and the general population in understanding the factors responsible for the success and failure of small scale businesses.

This research will help the government and entrepreneurs to come up with ways of boosting small scale business in order to reduce on the failure of small and medium enterprises in Uganda as a whole.

The research will also help the researcher to gain knowledge of the factors that influence the performance of small and medium Enterprises in Kampala. It will further enable the researcher to attain a degree at the end of it all.

1.11 Definitions of Key Terms

ENTREPRENEUR

An individual who, rather than working as an employee, runs a small business and assumes all the risk and reward of a given business venture, idea, or good or service offered for sale. The entrepreneur is commonly seen as a business leader and innovator of new ideas and business processes and these people play a key role in any economy as far as development is concerned.

Entrepreneurship is an attitude that reflects an entrepreneur's motivations and capacity to identify an opportunity and to pursue it, in order to produce new value or economic success (Linan, et al 2006).

SMALL AND MEDIUM ENTERPRISES

The term Small and Medium enterprises (SMEs) is an acronym for "small and medium scale enterprises". In this case there are firms or businesses which are small and medium in sizes.

ENTERPRISE PERFORMANCE

"Enterprise" as a term has been applied in a range of contexts and meanings as defined by many scholars. Salminen (2000) describes an enterprise as a controlled system consisting of a detector, a selector and effectors.

Enterprise performance can therefore be defined from the level of sales, profitability, rate of return of capital, the rate of turnover and gained market share. Li et al. (2005) uses 3 indicators for performance measurement of efficiency, growth, and profit. The business performance is the phenomenon of multiple aspects that are difficult to quantify.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Entrepreneurship practice entails the identification and exploration of entrepreneurial opportunities. Nonetheless, when it gets to creation of value, entrepreneurial firms need to act strategically. This further calls for an integration of entrepreneurial skills and strategic thinking as opined Helsinki, et al, (2009). Small and medium enterprises have high influence of entrepreneurs' personality and style, less formal planning and control and loose organization structure and administrative system. These organizations are the outcomes of initiatives of entrepreneurial talents. This chapter will lay a firm baseline to the study by providing more literature to support it through relating the variables in order to support the study.

2.1 Theoretical Review

2.1.1 Leadership Skills

Entrepreneurship over the time has become the symbol of business development and achievement. The entrepreneurs' sense of identifying opportunities, their drive to innovate, and their capacity for accomplish several tasks have become the standard by which free enterprise is now measured. Currently, the world is embracing an Entrepreneurial Revolution. This revolution is becoming more powerful to the twenty-first century than the Industrial Revolution was to the twentieth century. Entrepreneurs have continued to be key critical contributors to economic growth through their leadership, management, innovation,

research and development effectiveness, job creation, competitiveness, productivity, and formation of new industry (Donald 2007).

Leadership as a skill is literally the ability to influence others in order to achieve the set goals as determined by the organization. A leader is one amongst the many who influences, directs and motivates others (Subordinates) to perform specific tasks and also inspires his subordinates for efficient performance towards the accomplishment of a stated corporate objective. Jeremy (2011) however noted that leadership is the process of influencing others commitments towards realizing the full potential in achieving a value added, shared vision with position and integrity. Leadership styles are a key determinant of the success of an enterprise.

Entrepreneurial Leadership is more of organizing or bringing together a group of people to achieve a common goal using proactive entrepreneurial behavior by putting the aspect of risk into consideration, innovating to take advantage of opportunities as they are identified, taking personal responsibility and managing change within a dynamic environment so as to benefit the interest of those part of it (Roebuck 2004).

The nature of the influence is such that the members of the team cooperate voluntarily with each other in order to achieve the objectives which the leader has set for each member as well as for the group. The relationship between the leader and employee as well as the quality of employee performance are significantly influenced by the leadership style adapted by the leader.

Leadership as a skill is composed of various leadership styles which may contribute or bring an impact to the performance of small scale and medium enterprises. These leadership styles include; democratic leadership style, autocratic leadership style, bureaucratic leadership style,

charismatic leadership style, transformational leadership style, transitional leadership style and transactional leadership style all these leadership styles can bring appositive impact to the performance of small and medium enterprises in Owino market.

Amidst the entrepreneurial revolution, it's evident that entrepreneurship is more than the mere creation of business and start-ups. Although that is certainly an important facet it's not the complete picture of what it means to entrepreneurs. The entrepreneurial characteristics of seeking opportunities, taking risks beyond security, and having the tenacity to push an idea through to reality combine into a special perspective that permeates entrepreneurs which is having the ability to lead. An entrepreneurial perspective can be developed in individuals and it can be exhibited inside or outside an organization, in profit or not-for-profit enterprises, and in business or non-business activities for the purpose of bringing forth creative ideas. Thus, entrepreneurship is an integrated concept that permeates our society and individuals in an innovative manner to come up with new business ideas and ventures. It is this perspective that has revolutionized the way business is conducted at every level and in every country. It is a perspective that has reinvigorated individuals to once again reach into their inner self to find the innovative spirit that resides within many entrepreneurs. It is, in effect, the essence of entrepreneurial leadership as possessed by various entrepreneurs Donald (2007).

A good Leaders treats all human beings with respect and dignity, in all situations. Whether speaking with a his or her subordinates on the telephone, informing his team, or thanking someone for a particular task to be done well, a leader follows three basic rules: "Praise in public and criticize in private," "Treat others as you wish to be treated," and "Don't lose your temper" and with those rules, the power is felt among the rest of team and all goes on well and this a requirement for all entrepreneurs (Col. Henry, 2002).

Secondly, Col. Henry (2002) notes that a good leader brings upon and encourages empowerment amongst his members. It is urged that leaders give their crew a piece of rope in times of trouble. Leaders require their teams to seek out the organization's problems and find out what the boss is concerned with. These people then make a lasso out of their ropes and attack the problems, ultimately eliminating them in line with achievement of organizational goals. Successful leaders at such points go give their crew a longer piece of rope so they can attack bigger problems. Conversely, the people who have their own agendas will make their ropes into nooses and hang themselves. The effective leader gives these people a shorter rope, or none at all which also brings about better performance amongst SMEs. On the other hand, the opposite of empowerment is micromanagement. Micromanagers (Leaders) stifle effectiveness, learning, creativity, and growth, and thus, mission accomplishment among team members within an enterprise.

A good leader ought to be accountable which is at times referred to as "acceptance of responsibility." In entrepreneurship, leaders are accountable for their actions and for the actions of their team members i.e. 24 hours a day, seven days a week. For effective leaders, it is noted that they never make excuses; they take the blame even when things go wrong, and direct the praise to those who did the work when things go right. In cases where work related issues goes wrong, leaders take corrective action by attacking the root problem, not just the symptom., However, leaders know the difference between accountability and blame when it gets to judging their employees. Amongst team members, Things can go wrong even if everything is done right, and in that case no one is blamed for what happened (Col. Henry, 2002).

Leaders do listen to all ideas and take the time to explain why various measures may not be adopted at some points. This behavior on the part of the leader keeps his or team members to come back with other ideas, and sooner or later one will be exceptional. Leaders are receptive to bad news, and never “shoot the messenger.” This policy ensures that the lines of communication are kept open and that leaders will continue to receive the initial report of bad news from peers or subordinates rather than from their bosses. Shooting the messenger virtually assures that the only notification of bad news will come from the boss, and that’s not conducive to a leader’s longevity. Additionally, real leaders view the problems brought to them as opportunities to excel (Col. Henry, 2002).

Leaders regularly communicate both the mission and their vision to keep everyone focused. Leaders sometimes use the written word to do this and a true leader is usually visible and communicates face-to-face more than in writing. Good leaders ensure that team members are informed about what’s happening in the organization. Real leaders function as “rumor control monitors” too, separating fiction amongst team members. Leaders also take the time to mentor people because they understand the fact that team members must “grow” their replacement so they explain their decision-making thought process, provide career counseling, and give meaningful feedback. Additionally, leaders share their experiences and the lessons learned from them (Col. Henry, 2002).

Lastly, good leaders are eternal optimists with positive attitudes before their members and they will always find and focus on the opportunities to every problem. They know that one needs to learn from the past, but must always look to the future. Effective leaders know that “attitudes are contagious” and that people around them will “catch” their attitude and a real leader’s attitude is worth catching (Col. Henry, 2002).

2.1.2 Marketing Skills

Marketing is all about creating awareness of business customers about the presence of a product being produced or put up by the business. Hatega (2007) in his work noted that an entrepreneur may have the best product or service but if they fail to be in position of attracting business customers, chances are high that the business product is deemed to failure and thus the collapse of the business. Marketing skills allow the entrepreneur to communicate and inform potential customers of their product or service. Effective marketing encompasses the use of the 4ps which include: Price, Product, Place and Promotion. The 4ps bring big impact on the performance of small and medium enterprises in owino market. The four variables help the entrepreneurs to make strategic decisions necessary for the smooth running of the business

Pricing concerns the amount of money that the customer must pay in order to purchase the product. There are numbers of considerations in relation to price and among these include; price setting, discounting, credit and cash purchases as welas credit collections. The price of the product contributes a lot to the performance of small and medium enterprises in the way that when high prices are charged on the product, the demand for such a product tends to reduce and when the price of the product is relatively the demand for the product increases because customers are willing to buy i.e. the price for the product can affect the performance of an enterprise both positively and negatively. So in order for entrepreneurs in owino market to increase on the performance of their small scale businesses, they have to charge relatively low and flex able prices for their goods and services this in the long run will attract customer and thus increasing on the profits of the business hence if they are to improving on the performance of businesses in owino market.

Product refers to goods and services that your business provides for sale to your target market. As the entrepreneur develops the product, they should consider quality, design, features, packaging, customer service and any subsequent flow of sales service. The first thing you need if you want to start a business is a product because it is the revenue collection point to the business. There for the product is also the first a variable in the business plan. Product decision as suggested by the entrepreneur is the first decisions they ought to take before making any marketing plan. Product can be divided in to there parts. The core product, the augmented product and the tertiary products. Before deciding the product. The entrepreneur focuses more onto the following questions when it gets to marketing skills; what is the product that is selling on the market?, What quality of the product should be produced by the entrepreneur?, What will be the features of the product so as to bust suit the gap identified by the entrepreneur?, Whether the product will be branded as a sub brand or completely new?, What are the secondary products to be sold along with the product? And all these question aim at the betterment of the business (Hatega, 2007).

There fore before an entrepreneur starts up a selling point in owino market. He or she has to first consider the questions above if is to have a good performance I an enterprise in owino market and if all these are consider there will be a great impact in the performance of small and medium enterprises in Owino market.

Place however refers to the distribution channel of the product. Stile place is in regard to distribution, location of venture an entrepreneur is bringing up on board, shop front, distributors, logistics and the potential use of internet to sell products directly to customers. If the product is a consumer product, it needs to be available as far and wide as possible. On the other hand, if the product is a premium consumer good, it will be a variable only in the selected stores.

Similarly if the product is a business product. You need a team to interact with in business to make goods available to them. Thus the place where the good is distributed depends on the product and price decisions as well as any decision taken by the firm. So place as an element of marketing calls upon entrepreneurs of small enterprises especially in owin market to be strategically located for the easy accessibility of their goods and services. According to (Hatega, 2007). Education seems to be recurring them in guiding numerous organization, government agencies and education institutions to offer marketing courses for the beginners or experts and that they should take advantage especially those entrepreneurs who are not informed about the entrepreneurial skills in business.

Promotion refers to the act of communicating the benefits and values of your product to the consumers. It then involves persuading general consumers to become customers to your business using methods such as advertisement, direct marketing, personal selling and sales promotion. Promotion depends a lot on the product and pricing decisions made by an entrepreneurs. It considers if the product is completely new in the market, if it needs brand or brand awareness promotion, when the product is already existing the right kind of promotion affects all other there variables that i.e. price, product and place. On the hand promotion is considered as an expense to an entrepreneur which may some time be a disadvantage.

2.1.3 Financial Skills

The importance and need for financial management which covers mostly accounting skills is widely recognized in business start ups and small and medium enterprises managed by entrepreneurs. Most of these SMEs spend enormous resources to ensure that they have the necessary financial skills at a strategic and operational level for their survival. These small and medium enterprises do entirely rely on these skills in order to achieve their operational goals and to achieve a return for their owners. They also rely on these skills to ensure that

they comply with legislation and regulatory requirements, such as compliance with taxation laws (Rjendra, 2008).

Wang et al (2008) suggest that holding other factors constant, the key determinant of business success lies in the absence or presence of strategic planning and financial planning skills of managers. Wang et al (2008) in their work reiterate the fact that strategic planning and financial planning are concerned with the setting of long-term managerial goals, the development and implementation of plans to achieve these goals, and the allocation or diversion of resources necessary for realizing these goals of entrepreneurial ventures.

The major theme in the day to day operations and personality of many entrepreneurs is the preoccupation with financial control which inevitably affect their power relationships and consequently the interpersonal action. The issue of control of the SME proprietor making all the financial management decisions has important implications for the firm's functioning and may lead to low staff morale and customer service which in turn may contribute to the failure or success of the SME (Marion, 2011).

Financial abilities are essential for today's entrepreneur. Although entrepreneurs hire accountants and bookkeepers to keep track of their business interests, the entrepreneur must have a strong understanding of financial/accounting principles and practices. Currently, buying and selling of men's wear is one of the expensive businesses being run by entrepreneurs in Owino Market the fact being that most of the clothes sold are being imported whereas some are locally made out of local fabric (Tushabomwe - Kazooba, 2006). Financial abilities needs for an entrepreneur may include accounting skills, organizational and administrative skills, an understanding of tax laws, and provincial/federal regulations.

This seems like a lot for the small businessperson to learn, that is because it is a lot to learn. Education is the key to developing the financial abilities necessary to own and operate a

business efficiently and effectively. Numerous educational institutions including secondary institutions offer courses that will enhance the potential entrepreneur's financial abilities and in turn increase their likelihood of success (Hjorth, 2003),

Collis et al (2002) states that to successfully establish and grow these small and medium business entities, various crucial decisions have to be put into account. Many of these decisions relate to Sourcing and pooling of capital and ensuring that it is utilized in a way that results in the optimal growth and profitability of the entity. In order to achieve this objective, it is necessary for the entity to possess financial management and accounting skills either by the owner/ manager or recruiting employees having them.

Although most SMEs are not registered as companies from the registry, it is important to assess the regulatory environment relating to the preparation of annual financial statements for companies, as many small and medium businesses in the sector will aspire to grow to the level of formalization found in these companies which is also a big score to the (Rajendra, 2008).

The Companies Act that clearly stipulates that all companies must produce financial statements, results in companies that meet the definition of an SME as stated by various authors providing that they too have to comply with the requirement of producing financial statements in compliance with Generally Accepted Accounting Practice (GAAP). This is a good financial practice for small and medium enterprises because it monitors cash flows and also helps when it gets to planning for the entrepreneurial ventures (Rajendra, 2008).

Reflecting from research observations relating to a lack of skills in the small business sector, this requirement places an onerous responsibility on entrepreneurs and the small business sector. One of the main concerns of owners of SMEs is the cost of producing these financial statements. The owners generally feel that the preparation of these financial statements is an

inconvenience to them and that there is a large associated cost that is incurred in order to meet the statutory requirement (Coetzee, 2007).

Entrepreneurs worldwide and other business oriented people have a growing concern about the increase in unemployment, lack of job creation, poor economic growth and globalization. Entrepreneurs in this category believe that small and medium business development is the solution to this concern (Shafeek, 2006). The rationale for promoting small and medium businesses is that this sector has a positive impact on the gross domestic product (GDP) of any country and there is no single, uniformly accepted definition of a small business.

Holmes & Gibson (2001) argue that small and medium enterprises are best defined and identified by their inherent characteristics. From this point of view, the writers further consider businesses to be small or medium if it has the following characteristics: Small and medium enterprise businesses have a characteristic of no public negotiability of shares where the ownership is independently owned and operated by an individual or two. SMEs are arbitrary and vary significantly according to different stages of economic development and economic structures, (Castel; 2003).

Other analysts further define them in terms of total revenue, while others use the number of employees as an indicator (W B C S D, 2007). Although SMEs definition is individual country specific and is based on size and level of economic development, there is not yet an agreed definition for SMEs in Uganda. Attempts have been made to define SMEs in developing countries, Albaladejo (2002) defines Small enterprises are firms that employ between 5 and 19 workers while medium enterprises are firms that employ between 20 and 29 workers therefore an SME is a business with a head count ranging from 5 employees to 99 employees.

Kasekende & Opondo, (2003) in their work noted that medium enterprises in Uganda employ 50 to 99 workers while small enterprises have a minimum number of 5 and a maximum of 50 workers with a value of assets including land, building and an annual income turnover of between Ugx 10 million to Ugx 50 million.

SMEs stimulate private ownership and entrepreneurial skills, are flexible and can adapt quickly to changing market demand and supply situations, generate employment, help diversify economic activity, and make a significant contribution to exports and trade. Even in the developed market economies SMEs account for a large share in output and employment (UNECE, 2003).

Martyn et al (2010) provides that the success of small and medium enterprises is due to many factors as though the greatest determinant being the entrepreneur him/herself and the skills possessed. Naturally the entrepreneur's level of education i.e. Degree, Diploma; business knowledge and craftsmanship play an important role on the success of Small and medium business as though the knowledge and skills of the entrepreneur is even more important in this taking. It therefore takes into account the following questions; "How strongly does the businessman believe in himself and the success of his business?" "How persistent is the upcoming pioneer when setbacks follow one after the other?" "How decisive can the entrepreneur be in changing threats into business opportunities?" These are just a few of the situations that entrepreneurs must deal with, and there is no doubt that not everyone can cope with the above.

2.2 The concept of entrepreneurship

The Entrepreneurship doctrine in a very broad sense has always been at the heart of any business dynamics. Extolling its influence on a macro level, entrepreneurship starts with the

analysis of specific properties and effects of entrepreneurship as an economic function. Many scholars then preceded to the historical and normative analysis of resource allocation mechanisms in the field of entrepreneurship. More generally, they analyzed the socio-economic institutions that could be relied upon to produce, mediate and favor entrepreneurship.

"Entreprendre", the original French term for entrepreneurship, offers an excellent description of the concept's essence (Chell 2007). Entrepreneurship is stepping into a space where new business can be hatched, without an idea of the nature of that business, and then making an effort to outline it. It also includes stepping out of that space with a business opportunity and realizing it through other measures, such as management initiatives and marketing.

2.2.1 The theory of Entrepreneurship

Adaman & Devine, (2000) noted that entrepreneurs or enterprises use the term '*entrepreneurship*' in economic theory almost exclusively to refer to the innovative or market equilibrating activities that are performed in conditions of uncertainty. Although the concept of entrepreneurship is found throughout economic literature, many economic theories fail to give it a coherent place in their models. They further noted that during the twentieth century, many economists have attempted to clarify the process of entrepreneurship to aid our understanding of the market process. These economists have emphasized different aspects of entrepreneurship and contributed to an enhanced understanding of entrepreneurship.

A theory of entrepreneurship is looked at as a verifiable and logically coherent formulation of relationships, or underlying principles that either explain entrepreneurship, predict entrepreneurial activity which are realized through characterization of conditions that are likely to bring up new profit opportunities to the formation of new ventures, or provide

normative guidance, that is, prescribe the right action in particular circumstances (Shane & Venkataraman, 2000). It is identifiably true that now in the new millennium, it has become increasingly apparent that we need to have some cohesive theories or definitions to better understand this emerging field.

2.2.2 Entrepreneurial Skills

Skill as possessed by different individuals can be referred to as knowledge demonstrated by actions or the ability to perform in a certain way. Skills possessed by an individual can be acquired through training and education. Education and training create circumstances in which a person can acquire and apply the skill that will help him/her achieve the objective of the business. Skills development can be achieved through training and education (Erasmus, 2005).

The difference between education and training is that education prepares the individual for life while training prepares him or her to perform specific tasks. In this study, the focus was on skills development through training. Entrepreneurship development is the process amongst entrepreneurs of actualizing an innovative intention by an individual or group of individuals in either a new or old enterprise through networking to acquire the requisite capabilities that will enhance the success of the venture in the face of environmental uncertainties (Erasmus; 2005).

Entrepreneurship development as a business phenomenon has several dimensions which include; (intention, networking, capabilities and success) as revealed by the definition, entrepreneurial capabilities is very important as its components (technical, management and personal entrepreneurial skills) constitutes the building bricks of any business enterprise. Thus, an entrepreneur or manager must ensure that he is at all times armed with the requisite

skills (in this case management skills) to weather the uncertainties in the business environment and by extension achieve success in the business.

The success of an entrepreneur therefore connotes positively affecting the lives of others and making a living through a well-managed innovative product and/or service (Martyn et al 2010). Therefore, individuals who start up and run businesses need to know their own strengths and weaknesses because “entrepreneurship involves the ability to build a ‘founding team’ with complementary skills and talents”. Self-knowledge through self-analysis is therefore of paramount importance. However, self-analysis demands honesty, discipline and an understanding of one’s own personality in relation to one’s behavior.

2.3 Conceptual review

2.3.1 Leadership skills on performance of small and medium enterprises

The world economy has achieved its highest economic performance during the last ten years by fostering and promoting entrepreneurial activity amongst the various groups of people I.e. Youth, women and amongst people in groups. This achievement has been reached onto by three key components which include; smaller firms restructuring into bigger ones with help of already existing firms. As these small firms have become leaders, their sales and profits have increased sharply and many of these small firms’ now middle firms are now thriving because they learned to become more entrepreneurial. Secondly, while these small firms have been transforming themselves, in the due course, new entrepreneurial ventures have been blossoming. And thus identifying opportunities for them to grow all being given off by bigger firms which are the production and market leaders. Lastly, hundreds of thousands of entrepreneurial ventures have been founded, including many established by women, minorities, and immigrants.

Entrepreneurship is a management agent. This is because in the course of carrying out entrepreneurship, the entrepreneur performs all the functions of management. This therefore makes management skills a necessity for the success of business enterprises. To support this stand point, Jones and George (2008) defined management as planning, organizing, leading and controlling of human and other resources to achieve organizational goals efficiently and effectively. Jones and George further noted that an organization's resources among other factors include management skills and that both education and experience helps the managers to be successful. This objective will therefore focuses on management skills as an entrepreneurial success factor for small and medium enterprises (Martyn et al 2010).

Young & Tiller (2006) defined it as the entrepreneurial capability to generate and generalize ideas that impact multiple frontiers and business practices under a basis of specific business administration initiatives. This capability is composed of three fundamental aspects which include; acquiring, discovering, creating and promoting ideas; sharing ideas internally in the enterprise and; Detecting and correcting problems that may lead to failures in the two previous parts. Small and medium enterprises do focus on management skills to ensure long term performance of their firms and also the need to increase small and medium enterprises within the business sector. Management skills therefore need to be credited for the success of this business. Information supporting the role of management skills on the business performance was evidenced from research conducted showing how small and medium enterprises in Nigeria have floated all because of management skills that are possessed by the people or entrepreneurs behind them.

The role of the entrepreneur managing a venture is creating a sustainable competitive advantage and gaining above-normal performance for it is very vital for the performance of the business and its survival. An entrepreneur's fundamental skills are critical resources for

its success because of the significant influence it has on the venture's strategic decisions and its implementation. Without any doubt, the ability of entrepreneurs "to understand and describe the economic performance potential of the venture's performance" rests on the integration of his/her professional skills (Perelman; 2001).

Management skills are further exhibited through the capabilities held by an entrepreneur as noted in Golden & Powel (2000) who described entrepreneurial capability as the degree of flexibility to alterations which facilitates individuals or entrepreneurs and organizations to efficiently use the state of the art technology to constantly keep the running of the day- to-day existing business ventures. However, they at some point noted that entrepreneurial capability as the ability for one to adequately use the available resources while performing tasks in an enterprise. This implies that enterprises managing environmental capital are more flexible of which it being a component of management skills; it enables entrepreneurs to adapt to new business dynamics and compete easily. Focusing more onto management skills, an entrepreneur's learning capability and proactively have been presented as key dimensions of management skills. Entrepreneurial learning capabilities have been by different writers into many ways in literature about including; high-level learning involving the identification and use of new combinations of resources within the business, the entrepreneurial obligation to innovate and develop workers' skills; discovery of talent, ideas and exterior technologies (Young & Tiller; 2006).

Young and Tiller (2006) further look at management skills as the entrepreneurial capability to generate and generalize ideas that impact multiple frontiers and business practices, by means of specific business administration initiatives. This capability is composed of three fundamental parts which include; the acquisition, discovery, creating and promoting ideas;

sharing ideas internally in the enterprise and lastly detecting and correcting problems that may lead to failures in the two previous parts.

Martyn et al (2010) explored the factors that determine the success of small and medium businesses in their which compared those that become successful and less successful of which the success determinants focused at the change in the number of employees since the business was established, market share, the valuation of economic development and sales issues. More onto this, having the ability and competence to control and plan the whole business as an entrepreneur is a crucial management skill for business success. Prior to that, they noted that more successful business owners to possess good management skills of which they offered a special service and paid attention to quality and design of their products or services. Cooperation with similar companies, a flat organizational structure, delegation of responsibility and nurturing management capabilities are also management skills that determine business success.

Martyn et al (2010) further discussed the six traits for successful entrepreneurs amongst which six cases were on management skills. These traits are looked at as the ability to detect and respond quickly to market changes and the appropriate changes in buying habits, having an attractive product range to gain market share which is in accordance with the firm's size and ability, to have sufficient capital, possess management expertise and create a master plan for growth. All these business management skills are essential for the success of entrepreneurs. One of the most essential management skills needed by an entrepreneur is to possess a good plan. It strongly enables the entrepreneurs in business marketing and earns the trust of customers and suppliers and thereby contributes to business success.

The way many entrepreneurs manage their entities in high technology industries laments that in a rapidly changing environment, women are found to make decisions in an environment

that are clouded by uncertainty and ambiguity, thus, good decision is largely dependent on their judgment. Therefore, for women to become successful in their businesses, decisions that they made needed to reflect the changing needs of high-tech industries. More onto this, the component of flexibility in risk –taking amongst entrepreneurs; focus, personal involvement in day-to-day running of the business, creativity, energy renewal (innovation), understanding (insight) and business impulse (intuition) are all required to ensure good management skills (Perelman; 2001).

Perelman (2001) further noted that beyond entrepreneurial experience, hands on skills are important factors that contribute to business growth in case an entrepreneur acquires them. Having business skills is an important factor for business success. This is because businesses do operate in an unstable environment which changes regularly and forces the entrepreneurs to forecast changes, always prepare their employees to operate in a changing environment. Thus, to have the requisite management skills that are essential for as entrepreneur to lead and not just to manage in order to continue to compete and be successful in such circumstances. Entrepreneurial business start-ups may be different from the traditional ones in terms of the way in which they adapt to environmental changes.

This implies that entrepreneurial organizations need effective management skills to react quickly to internal and external changes, to depend more on social norms and the spirit against the official rules of traditional organization. Giving power and responsibility to the workers and equipping them with management skills to respond are critical so that they may meet the challenges of changes and hence, succeed in their undertaking. Jelineck& Litterer (1995) Brereton (1974) noted that business success is an issue that is strongly linked with behavior that involved innovative management skills such as producing new ideas, willingness to try new ventures and reaching out to others who have the same values. Rudy,

2002; Malaysia, 2000 state that the success of entrepreneurs is limited because they are weak in the areas of management, particularly in financial management and that they must not expect to start a business based solely on the opportunities provided. Successful entrepreneurs must take rapid action based on the current requirement to change the existing strategy they implemented. This means they cannot just depend on the initial strategy that they may have set earlier.

Kets de Vries (1986) in his work summarized that in most studies only the traits of successful entrepreneurs were of specific interest to the researchers. Other capacities and competencies of successful entrepreneurs were mostly ignored. “Recently, some researchers were arguing the validity of the psychological trait as a predictor of the success of new businesses or entrepreneurship, and formulated the hypothesis that the entrepreneur’s managerial skills should be in relation as well and predict partly the new venture success. As they concluded, they noted that although adequate capital and managerial competence are indispensable for survival of entrepreneurs in the business, they are rarely sufficient in themselves to ensure it. The two components must be supplemented by other factors, such as motivation, hard work, persistence and flexibility.

Barney & Hesterly (2006) in their work state it that to SME entrepreneurs, administrative ability to them is very important because it helps them when it gets to assigning duties and coordinating efforts among all organizational personnel to ensure maximum efficiency in the attainment of desired objectives. The fact that organizing in businesses usually follows planning; it therefore involves the determination of procedures to be followed in order to accomplish the predetermined objectives. In fact, work from many researchers reveals that successful ventures follow the wise saying “from strategy to structure. The saying therefore implies that planning must come before organizing. In general terms, planning helps an

entrepreneur in business to interact with its environment by setting goals in its strategic plans, while structure helps it to carry out operations proficiently through the establishment of procedures and processes to be followed.

The Nature of Leadership skills amongst entrepreneurs

For one to clearly understand the nature of entrepreneurial leadership, it becomes important to consider some of the theory development so as to better recognize the emerging importance of entrepreneurship. The research on entrepreneurship has grown dramatically over the years. With the expansion and development of the entrepreneurial field, research methodology has progressed from empirical surveys of entrepreneurs to more contextual and process-oriented research. The Entrepreneurship theory has been developing over the last 30 years and it is apparent that the field is growing. More important, it's better to understand development of entrepreneurship in order to better appreciate the nature of entrepreneurial leadership (Covin; 2008).

Entrepreneurship is more of a dynamic process that requires vision, change, and creation. It commands the application of energy and passion towards the creation and implementation of new ideas and creative solutions. Essential requirements of entrepreneurs do include the willingness of one to take calculated risks in terms of time, equity, or career; the ability to formulate an effective venture team; the creative skill to marshal the needed resources; the fundamental skill of building a solid business plan; and the vision to recognize opportunity where others see chaos, contradiction, and confusion (Covin; 2008).

In addition to leadership skills, networking and networks is of prime importance to SME entrepreneurs for the fact that it enables new to establish a relationship with people they have never met, who would other-wise, not be aware of their business, or improve

their existing relationship. Networking enables entrepreneurs managing ventures to market themselves and their business directly to people who, in turn, may refer other customers to them and at the same time, it enables them to share ideas, information and experience. Networking is seen as a means of raising required capital, identifying market opportunities, obtaining personnel, identifying suppliers, identifying and developing technology (Jenkins, 2007).

Powers (2013) identifies seven competencies in form of areas where entrepreneur's planning skills is clearly identified. To begin with, the goal setting competency in which an entrepreneur needs to develop a concept of what to do for the business venture or the overall vision of the business. Organizing is also another key area of planning skills of an entrepreneur followed by analyzing and gathering data.

Planning as part of leadership skills

Regardless of the need for planning skills for a business, it's supported that not everything in a business can be planned. Taking an example, an entrepreneur may not necessarily be in position to predict an employee quitting the business. In that regard therefore, it is important for an entrepreneur to remain somewhat flexible as far as venture planning is concerned allows him or her to meet needs as they arise within the business. It also allows you to pursue better options and be more creative if given the opportunity. In other words, individual entrepreneurial plans may change, but the need for planning will not. Additionally, even though some entrepreneurs naturally are good at planning, an entrepreneur can also develop planning skills with practice. The need for entrepreneurs to have or come up with business plans before actually venturing into the business is strongly recommended for either small or medium businesses (Powers; 2013).

More so to banks, venture capitalists and organizations that assist (nascent) entrepreneurs need this information in order to analyze a business's potential and profitability. A mainly technical analysis of the marketing plan and financial plan determines whether the business plan offers interesting perspectives for the future. Several instruments, some fully automated, are used for this purpose (Martyn et al 2010).

Therefore, such skills and knowledge possessed by an entrepreneur would be of much interest and value to loan organizations, such as banks, to Chambers of Commerce, to franchising organizations such as restaurant chains, to organizations for small business, and to government programs, both national (in loans to small businesses and in such efforts such as poverty-relief programs) and international (how to use foreign aid more effectively to strengthen the economy of underdeveloped countries (Martyn et al 2010).

However, the lack of a clear relation between planning and performance of small and medium enterprise has been explained in the literature through moderating variables. As a consequence, the planning benefits have appeared stronger with the presence of some conditionals; mainly uncertainty and cultural factors. The uncertainty level at start-up processes seems to be a relevant variable to understand when business plans may be effective to boost firm performance (Brinckmann et al, 2008).

When levels of uncertainty are low, markets tend to be more established and less turbulence. Here, the effectiveness of a business plan might be increased. In addition, the influence of cultural factors moderates the business planning-performance relationship and, consequently, it reduces the benefits from business planning on the performance of firms (Brinckmann, Grichnik & Kapsa, 2008).

Notwithstanding moderating factors as solutions towards the planning-performance debate, it is necessary for the entrepreneurs' planning behavior over time. Most of the research

conducted on the effect of business planning on performance compares the performance of entrepreneurs who plan in relation to performance of a controlling group of entrepreneurs who do not plan. By looking at the planning behavior at a given point in time, these studies do not take into account that some entrepreneurs may show inconsistent behavior over time. In this vein, the group of planners in those studies may be composed by both consistent planners and eventual planners. We argue that some new insights on the benefits of planning can be gained by paying attention to the planning behavior shown by the entrepreneur over time (Sánchez 2010).

Sánchez (2010) looks at non-Planner entrepreneurs as those individuals who never believe in the planning approach. These entrepreneurs never assume that a business plan will give them advantages in order to run a successful business. She further notes that these entrepreneurs never trust in written business plan as a necessary condition to start-up processes either at inception or once the firm has survived the initial few years. On the contrary, systematic-planner entrepreneurs are those who believe and trust in the planning system as a lifestyle. She noted that such entrepreneurs are really convinced that without a good plan it is not possible to survive the process of creating a new firm or to lead any business, whereas they have prior experience or not. The early planners are viewed as those entrepreneurs who develop a business plan at inception but, due to some other operational reasons, they decide not to continue with such an effort (Sánchez 2010).

An entrepreneur may have the best product or service but if they cannot attract customers they are doomed to failure. Marketing skills allows the entrepreneur to communicate and inform potential customers of their products or services. Effective marketing encompasses one-on-one communication skills and the ability to define and target your market or customer (Hatega, 2007).

Ethical Entrepreneurial Leadership

The aspect of entrepreneurial leadership would not be complete without the acknowledgement of the ethical side of enterprise by the leaders themselves. Even though ethics in business present a bigger challenge for entrepreneurial leaders (as evidenced by the horrendous scandals of the last few years), the entrepreneurial leaders value system is the key to establishing an ethical approach in business startups. A leader has the unique opportunity to display honesty, integrity, and ethics in all key decisions as he leads others all through. The leader's behavior serves as a model for all other employees to follow. The research on entrepreneurial ethics has been evolving over the past years trying to relate it towards the success of entrepreneurship. .

From the study conducted along with 284 entrepreneurial owners, four specific ethical concepts were examined during the research which included; business development or profit motive, income related theft, administrative decision making and accession to company pressure. Research findings revealed underlying dimensions of these concepts that were broader than simple adherence to the law (Longenecker, et.al, 2006).

When it gets to entrepreneurial ventures, the ethical influence of the small business owners is more powerful compared to those in larger corporations because his or her leadership is not diffused through layers of management. Owners are identified easily and are observed constantly by employees in an entrepreneurial venture. Therefore, entrepreneurial owners possess a strong potential to establish high ethical standards for all business decisions (Goldsby, & Hornsby, 2004).

In a nut shell, the most important leadership skill an entrepreneur must have is the ability for one to develop a vision for the company and to inspire the company employees to pursue that vision as a team in order to attain set gals. The expression "people would rather be led than

managed” applies especially well to an entrepreneurial venture because it promotes team work amongst members.

2.3.2 The impact of marketing skills on the performance of SMES

“Emerson said that if you build a better mousetrap the world will beat a path to your door, and that may have been true then ... but it’s not true now. No one will come. You have to package and promote that mousetrap. Then they will come (Sautia, 2000).

Sauti (2000) defines the marketing process as that which takes on the planning and execution strategy to get goods and services offered by an entrepreneur to customers. The components of marketing can be described as the “four P’s” or the marketing mix. Product consists of the products and services that your social enterprise furnishes; the product is characterized by quality, assortment, packaging, and guarantees. Price however is looked at as the amount the entrepreneur is willing to charge customers for the products or services. Promotion within the mix focuses on how the entrepreneur will create awareness of products or services in the marketplace and it takes form through; advertising, publicity, and sales. Place also referred to as (distribution) is how the entrepreneur brings his or her products or services before customers; distribution comprises wholesalers, retailers, multilevel marketers, and sales representatives. The marketing mix is broadly looked at as a set of tools and techniques social enterprises use to achieve their marketing objectives in their target market. An entrepreneur’s marketing plan will emphasize certain “P’s” in its mix more than others.

Defining and targeting business customer is one of the key success factors for business success as exhibited by entrepreneurs, yet it is one of the practices most neglected by the entrepreneur. Once the market has been defined, entrepreneurs communicating information to customer becomes the focus of marketing. This is not to suggest that this endeavor is a

one-time occurrence for the entrepreneur, defining and re-defining the target market must be an on-going exercise for the business owner (Hatega, 2007).

Marketing is important skill to any entrepreneur because it embraces nearly all facets of their social enterprise. Enterprise production responds to what market research discovers about customer preferences for quality product and the way they are packaged which in turn are factors that determine price. Market research broadens further to new-product development based on what the business customers want and identifies promotion techniques to reach new customers. Helpful or friendly marketing entrepreneurs do inspire customers to buy products or services made by entrepreneurs. Finally, entrepreneurs are urged to formulate strategic decisions impacting operations based on marketing information about competitors' prices and positions (Sautia, 2000).

Each of the four P's within the product mix is a variable an entrepreneur controls in creating the marketing mix that will attract customers to the venture being brought up by the entrepreneur. The entrepreneur's marketing mix should be something the entrepreneur pays careful attention to because the success business entirely depends on it. The entrepreneur being the venture creator, they ought to determine how to use these variables to achieve your profit potential. This publication introduces the four P's of marketing and includes worksheets that will help you determine the most effective marketing mix for your business (Ehmke, 2009).

Product as a focus on marketing skills

The Product as manufactured by an entrepreneur refers to the goods and services he or she offers towards the business customers. Other than the physical product itself, there are more elements associated with the product that customers may be attracted to which include; the way the product is packaged. Other product attributes include quality, features, options,

services, warranties, and brand name. The entrepreneur might think of what they offer to their clients as a bundle of goods and services. The entrepreneur's product appearance, function, and support make up what the customer is actually buying. Successful entrepreneurs pay close attention to the needs their product bundles address for customers (Ehmke, 2009).

The entrepreneur's product bundle should be positioned in a way to meet the needs of a particular target market segment. For example, a luxury product should create just the right image for "customers who have everything at their disposal," as various basic products must be positioned for price-conscious consumers, the other important aspects the entrepreneur's product may include an appropriate product range, design, warranties, or a brand name before the market (Ehmke, 2009).

Customer research is a key element in building an effective marketing mix. Your knowledge of your target market and your competitors will allow you to offer a product that will appeal to customers and avoid costly mistakes. In case an entrepreneur is considering a business start-up or adding a new product, he is urged to consider the product bundle if it will fit the business's strengths and weaknesses which will provide an acceptable risk/return tradeoff for the entrepreneur. In case the enterprise is very good at timely response to customer needs, timely service should then be looked at as an important part of product bundle of the business (Ehmke, 2009).

Entrepreneurs are urged to think in a long term about their venture by planning for the ways they can deepen and broaden the product bundle. For instance, the entrepreneur might be able to take advantage of opportunities to add value through processing, packaging, and customer service. Other future growth may enable the entrepreneur to offer the business product to different customers. Start-up businesses are most successful when they concentrate their

efforts on one product or one market they so target, like a restaurant or a car service center does (Ehmke, 2009).

Price as a marketing strategy in relation to performance

Price refers to how much an entrepreneur charges for the product or service given out by the business. Determining the product's price by the entrepreneur can be tricky and even frightening before the customers. Many small business owners feel they must absolutely have the lowest price around so that they begin their business by creating an impression of bargain pricing. To a greater extent, this may be a signal of low quality and not part of the image an entrepreneur might desire to put up before the targeted clientele.

The entrepreneur's pricing approach should reflect the appropriate positioning of the product in the market and result in a price that covers your cost per item and includes a profit margin. The result should neither be greedy nor timid. The former will price you out of the market; pricing too low will make it impossible to grow (Ehmke, 2009).

Whatever the product pricing, ultimately it must cover the entrepreneur's costs of production, contribute to the business image by communicating the perceived value of the product produced, counter the competition's offer, and avoid deadly price wars on the market by other producers. Notwithstanding the fact about price, it is the one "P" that generates revenue to the business, as the other three "P's" incur costs. Effective pricing is important to the success of entrepreneurial activity (Ehmke, 2009).

Place as a marketing strategy in relation to performance

The "Place" within the marketing mix refers to the distribution channels used by the entrepreneurs to get the product to the business customers. The composition of the product is will greatly impose a stronger impact on how it is to be distributed by the entrepreneur. If, for example, an entrepreneur owns a small retail store or offers a service to within the

community, this implies that the entrepreneur is at the end of the distribution chain, and in doing so will be supplying directly to the customer. Businesses that create or assemble a product will have two options which include selling directly to consumers or selling to a vendor (Sautia, 2000).

Direct Sales

In this context, the entrepreneur decides if supplying directly is appropriate for the products manufactured, whether to be sold through retail, door-to-door, mail order, e-commerce, on-site, or some other method came up with the entrepreneur. An advantage of direct sales would be the contact the entrepreneur gains by meeting customers face to face. With this contact the entrepreneur can easily detect market changes that occur and thus adapting to them. Entrepreneurs further have complete control over their product range depending on how the product is sold and at what price. Direct sales may be a good place to start when the supply of business product is limited or seasonal. For example, direct sales for many home-produced products can occur through home-based sales, markets, and stands (Sautia, 2000).

Direct sales however require that entrepreneurs have an effective retail interface with their business customers, which may be in person or electronic. If developing and maintaining this retail interface is not of the entrepreneur's interest, they should consider selling through an intermediary as their products are brought onto the market.

Reseller Sales (Sales through an Intermediary)

Instead of selling directly to the consumer, an entrepreneur might decide to sell through various intermediaries such as wholesalers or retailers who will resell the product manufactured. With doing this, an entrepreneur might provide a wider distribution than selling direct while decreasing the pressure of managing their own distribution system. Additionally, an entrepreneur may also reduce the storage space necessary for inventory. One

of the most important reasons for selling through an intermediary is eased access to customers. In many situations, wholesalers and retailers have customer connections that would not be possible for their entrepreneurs to obtain on their own (Ehmke, 2009).

Promotion as a marketing strategy in relation to performance

“Promotion” as a “P” within the marketing mix refers to the advertising and selling part of marketing. Further it is how an entrepreneur lets his clientele to know what the business for sale. The purpose of promotion is to get people to understand what the entrepreneur’s product is, what they can use it for, and why they should want it. The entrepreneur through promotion wants the customers who are looking for a product to know that the product manufactured satisfies their needs.

To be effective, promotional efforts of the entrepreneur should contain a clear message targeted to a specific audience reached via an appropriate channel. The entrepreneur’s target audience will be the people who use or influence the purchase of the product. The entrepreneur should focus on their market research efforts on identifying these individuals. The entrepreneur’s message must be consistent with the overall marketing image, the targeted audience’s attention, and elicit the response the entrepreneur desires, whether it is to purchase the product or to form an opinion about it. The channel selected by the entrepreneur to reach out to their clients will likely involve use of a few key marketing channels. Promotion may involve advertising, public relations, personal selling, and sales promotions (Ehmke, 2009).

A key channel is advertising. Advertising methods to promote your product or service include the following.

Radio

Radio advertisements are relatively inexpensive ways to inform potential local customers about your business. Mid-to-late week is generally the best time for an entrepreneur to run an

advert because of the coverage and this brings more and more business for the entrepreneur and thus more sales.

Television

Television allows access to regional or national audiences, but may be more expensive than other options. Viewing the entrepreneur's merchandise on the television is also a good way of creating awareness and this greatly attracts more customers to the business because it makes it easier for the targeted customer base to see what they ought to buy.

Print

Direct mail and printed materials, including newspapers, consumer and trade magazines, flyers, and a logo, allow you to explain what, when, where, and why people should buy from you. You can send letters, fact sheets, contests, coupons, and brochures directly to new or old customers on local, regional, or national levels.

Electronic

Company Web sites provide useful information to interested consumers and clients. Password-protected areas allow users to more intimately interact with you. Advertisements allow broad promotion of your products. Direct e-mail contact is possible if you have collected detailed customer information.

More on promotion, public relations (PR) usually focuses on creating a favorable business image for an entrepreneur. Important components of a good public relations program include being a good neighbor, being involved in the community, and providing open house days. News stories, often initiated through press releases, can be good sources of publicity. Personal selling as manifested by the entrepreneur focuses on the role of a salesperson in their communication plans. Salespeople can tailor communication to customers and are very important in building relationships. While personal selling is an important tool, it is costly.

The entrepreneur should therefore make efforts to target personal selling carefully (Ehmke, 2009).

Sales promotion as an aspect of promotion is special offerings designed by the entrepreneur to encourage purchases. Promotions might include free samples, coupons, contests, incentives, loyalty programs, prizes, and rebates all given out to business clients. Other programs might focus on educating customers through seminars or reaching them through trade shows. The entrepreneur's target audience may be more receptive to one method than another. Additional sources of promotion may be attending or participating in trade shows, setting up displays at public events, and networking socially at civic and business organizations (Ehmke, 2009).

In summary, the four P's which include; product, price, place, and promotion should work together within the entrepreneur's marketing mix. Often, decisions by an entrepreneur on one element will influence the choices available in others. Selecting an effective mix for the market will take time and effort, but these will pay off as the entrepreneur satisfies customers and create a profitable business.

2.3.3 Financial skills and the performance of small and medium enterprises

The importance and need for financial management which covers mostly accounting skills is widely recognized in business start-ups and small and medium enterprises managed by entrepreneurs. Most of these SMEs spend enormous resources to ensure that they have the necessary financial skills at a strategic and operational level for their survival. These small and medium enterprises do entirely rely on these skills in order to achieve their operational goals and to achieve a return for their owners. They also rely on these skills to ensure that they comply with legislation and regulatory requirements, such as compliance with taxation laws (Rjendra, 2008).

Wang et al (2008) suggest that holding other factors constant, the key determinant of business success lies in the absence or presence of strategic planning and financial planning skills of managers. Wang et al (2008) in their work reiterate the fact that strategic planning and financial planning are concerned with the setting of long-term managerial goals, the development and implementation of plans to achieve these goals, and the allocation or diversion of resources necessary for realizing these goals of entrepreneurial ventures.

The major theme in the day to day operations and personality of many entrepreneurs is the preoccupation with financial control which inevitably affect their power relationships and consequently the interpersonal action. The issue of control of the SME proprietor making all the financial management decisions has important implications for the firm's functioning and may lead to low staff morale and customer service which in turn may contribute to the failure or success of the SME (Marion, 2011).

Financial abilities are essential for today's entrepreneur. Although entrepreneurs hire accountants and bookkeepers to keep track of their business interests, the entrepreneur must have a strong understanding of financial/accounting principles and practices. Currently, fabrication is one of the expensive businesses being run by entrepreneurs in Kisumu the fact being that most of the raw materials being used are manufactured steel products that are sold expensively (Tushabomwe et al, 2006). Financial abilities needs for an entrepreneur may include accounting skills, organizational and administrative skills, an understanding of tax laws, and provincial/federal regulations.

This seems like a lot for the small businessperson to learn, that is because it is a lot to learn. Education is the key to developing the financial abilities necessary to own and operate a business efficiently and effectively. Numerous educational institutions including secondary

institutions offer courses that will enhance the potential entrepreneur's financial abilities and in turn increase their likelihood of success (Hjorth, 2003),

Collis et al (2002) states that to successfully establish and grow these small and medium business entities, various crucial decisions have to be put into account. Many of these decisions relate to Sourcing and pooling of capital and ensuring that it is utilized in a way that results in the optimal growth and profitability of the entity. In order to achieve this objective, it is necessary for the entity to possess financial management and accounting skills either by the owner/ manager or recruiting employees having them.

Although most SMEs are not registered as companies from the registry, it is important to assess the regulatory environment relating to the preparation of annual financial statements for companies, as many small and medium businesses in the sector will aspire to grow to the level of formalization found in these companies which is also a big score to the (Rajendra, 2008).

The Companies Act that clearly stipulates that all companies must produce financial statements, results in companies that meet the definition of an SME as stated by various authors providing that they too have to comply with the requirement of producing financial statements in compliance with Generally Accepted Accounting Practice (GAAP). This is a good financial practice for small and medium enterprises because it monitors cash flows and also helps when it gets to planning for the entrepreneurial ventures (Rajendra, 2008).

Reflecting from research observations relating to a lack of skills in the small business sector, this requirement places an onerous responsibility on entrepreneurs and the small business sector. One of the main concerns of owners of SMEs is the cost of producing these financial statements. The owners generally feel that the preparation of these financial statements is an

inconvenience to them and that there is a large associated cost that is incurred in order to meet the statutory requirement (Coetzee, 2007).

2.4 Conclusion

All in all, entrepreneurs need to have these skills with them because with the way businesses are conducted today; many of them have not lived up to have the best of their performance. This is because most of them have failed to grow and expand from time to time and the people behind them have continued to have low levels of income from venture operations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The previous chapter discusses the literature about the contribution of entrepreneurial skills on the performance of small and medium enterprises in Owino Market especially those dealing in Men's clothes. Chapter two has given an overview into the topic under study by presenting what had been established by several scholars regarding the contribution of entrepreneurial skills on the performance of small and medium enterprises all around. This chapter will present the methods the researcher will employ and the instruments to be used in data collection and analysis. It will further describe the research designs and the methodology used which include sources of data, study population, sample size, data collection methods and instruments, presentation analysis, interpretation of findings and the ethical consideration.

3.1 Research Design

In the due course of the study the researcher used a case study design which was more of a qualitative method of data collection and analysis which captured the details and adequate information from the respondents. The use of both methods also ensured that the data was effectively be interpreted using the numbers, figures as well as the narrative. When handling matters that have single selected cases within the study, the researcher to by all standards employ a case study.

3.2 Qualitative Research

This method of research in this context was used because there is need to interact with the entrepreneurs to ensure that specific information is obtained from particular respondents physically transacting small and medium enterprises dealing in men's Clothes in Owino market. The use of interviews will be relied upon to collect the qualitative data. The interviews were used to collect data from the key informants in the study.

This qualitative research was used because it provided the researcher with the perspective of target audience members through immersion in a setting and direct interaction with the people under study. Qualitative research was taken into account because most of the information to be collected from the field was from respondents directly and didn't require to take calculations into account.

3.3 Study Population

The study population refers to the large groups of people or things that the study seeks to take on. The study population for the study was made up of the many entrepreneurs in Owino Market those dealing in Men's wear (Clothes). These included those having individual businesses and those with joint businesses within the market area. Entrepreneurs both with startups and existing business were all be looked at and these helped the researcher to obtain information concerning the study on entrepreneurial skills on the performance of SMEs. The estimated population of the study was of 70 entrepreneurs who were randomly be selected by the researchers.

3.4 Sample Size

The sample size was obtained from the large group of people who constitute the study population of 70 (Entrepreneurs) and this population gave a sample size of 63 respondents

which used by the researcher to obtain information from the entrepreneurs in the field. The criteria for obtaining the sample size was obtained from the Sample size determination table as provided by Krejcie and Morgan sample size determination table.

3.5 Sampling Technique

The researcher employed a sample random research because it aims at a sample of groups of people or settings with a particular characteristics and it is usually a qualitative research design. This was seen to suit the research because it target business owners and managers of businesses dealing in clothes. This sampling technique ensured that the respondents more so entrepreneurs that deal in men's wear were selected and not those without ideas in the field of selling clothes as an entrepreneurial practice.

3.6 Tools of Data Collection

3.7 3.6.1 Questionnaires

The questionnaire contained both open-ended and closed-ended items which were administered to the selected 63 respondents to generate qualitative and quantitative data. The researcher's choice of the questionnaire method was because of its convenience, could reach out to many respondents in a short time and can be used to solicit for data from those respondents who can read and write. Questionnaires were instrumental in gathering data on the entrepreneurial activities within the market amongst the entrepreneurs.

3.6.2 Focus Groups Discussions

These are effective in eliciting data on the cultural norms of a group and in generating broad overviews of issues of concern to the cultural groups or subgroups represented. Various groups of entrepreneurs in Owino Market will be put a board as the researcher strives to draw out the contribution of entrepreneurial skills towards the success entrepreneurial activities in men's wear. Within the discussions, issues like; application of skills in relation to quality of

work, whether the idea of “Hands on is key to development of one’s skills, the challenges entrepreneurs dealing in Men’s wear in Owino market.

3.6.3 Sources of Data

The data used in the study was gathered through the following sources; these will both be primary and secondary data sources.

3.6.4 Primary Sources of Data

Primary sources of data are first hand evidence left behind by participants or observers at the first time of the event and these are mainly questionnaires. Primary Data from the respondents was collected directly by the researcher. Primary data involved the use of personal interviews, questionnaires, documents review and interview guides that were given to the respondents directly dealing in Men’s wear with knowledge about the Entrepreneurial Skills and the success of small and Medium Enterprises in Owino market.

3.6.5 Secondary Sources of Data

Secondary sources on the other hand included articles in newspapers or popular magazines, book or movie reviews, or articles found in published scholarly journals that addressed original research from other scholars. Furthermore, secondary sources also involved reviewing the information that was previously written by other researchers which included Books such as Biographies, text books, encyclopedias, Dictionaries, handbooks, Articles i.e. Literature reviews, commentaries, research articles in all subject Disciplines and Criticism of works of literature so as to get the clear extent of the problem globally. The reviewing of this literature sought to act as a basis on the impact of Entrepreneurial Skills towards the success of entrepreneurial activities in Men’s wear.

3.7 Data Processing

After data collection, the next step was to process data obtained from the field and this which simply involve making it more meaningful and presentable, organized, and easier to be analyzed by the researcher. Therefore, data processing involved aspects of coding, editing and frequency tabulation.

3.7.1 Coding

This method of data obtained from the field involved classification of answers into meaningful categories so as to bring out their essential patterns. Therefore, this made it relatively easier especially where the question were pre-coded like closed ended questions during the study.

3.7.2 Editing

The whole data collected was edited manually at the end of the tiresome fieldwork to ensure completeness and clarity. Errors and omissions were corrected and this will help in filling in omissions and hence reduce errors.

3.7.3 Data Quality Control

The research also went ahead to analyze interviews according to categories and present them in a narrative form. Data was analyzed by coding and organized into themes and concepts .From this theory and generalization , the researcher came up with a link between raw data and theoretical concepts from which themes , categories and patterns were identified to evaluate and analyze the data to determine the adequacy of information ,credibility , usefulness, consistency and validation.

3.7.4 Validity and Reliability

The researcher used an expert opinion such that all data collected was in line with the study to make sure that the information generated from the respondents is reliable.

3.7.5 Research Procedure

The researcher got an introductory letter from Uganda Martyrs University addressed to the Local council of Owino Market towards being cooperative in the in the due course of the study. The researcher will document an application letter which was used as an emphasizing document to show the need for the particular opportunity. The researcher formulated questionnaires and interview guides which were given to different entrepreneurs in Owino Market dealing in the sale of Men's Clothes such that quick feedback was given so as to carryout research in a shorter period of time.

3.8 Data Analysis

From the field, collected data was edited to eliminate errors and to ensure accuracy and relevancy. The data analyzed was then be coded to allow the use of frequencies and percentages as units of measurement. It will be classified and presented using tables, charts computer packages including SPSS version 16.0 and spreadsheets.

All data collected was checked on completion of the procedure, questionnaires were later handed over to the researcher. This was compiled, sorted, edited and coded to improve on its accuracy and relevancy. The data generated was later tabulated to reveal the frequencies and percentages as units of measurement.

3.9 Limitations to the Study

The researcher encountered several challenges in the course of carrying out the research amongst the vendors and these were some of them;

The researcher faced financial constraints especially on transport fares which were addressed by reducing expenditures on transport through walking instead of using taxis or boda-boda, not taking launch at some point among others.

Since the study required allot in a limited time, plus other demanding academic issues such as tests and exams. The researcher drafted and used a time table to effectively manage the time and eliminate time wasting activities and moments which included; watching films and sports, clubbing. This helped the researcher to allocate time for both research and books at the same time.

The researcher encountered weather changes from time to time each being a rainy season which gave off unexpected rains that were curbed by using the umbrella and the raincoat throughout the process of conducting the study.

CHAPTER FOUR

PRESENTAION OF RESULTS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the research findings, analysis and interpretation in accordance to the study objectives. The data presented in this chapter is based on a sample random survey carried out among entrepreneurs dealing in Men's clothes situated in Owino Market. Out of the sample population of 63 respondents that were supposed to participate in the study, 57 were able to physically participate within the study were as the remaining 6 due to various reasons were not in position to participate within the study. This made the researcher deal with the study with a response rate of 90.5% from the field. Descriptive statistics have been used to analyze data and frequencies and percentages have been summarized in tables.

Table 4.1. showing the response rate of the respondents

	Response	Total	Percentage (%)
1	Answered Questionnaires	57	90.5
2	Un answered Questionnaires	6	9.5
3	Total	63	100

Source: Field Data 2015

4.1 Background information of the respondents

The sample characteristics from the respondents dealing in Men's clothes in Owino Market were in terms of gender, age, levels of education, time spent dealing in men's clothes, type of businesses, category of the trader in the clothes business. These questions helped the researcher to generate information on the respondents who participated within the study

4.1.2 Gender of the respondents

The researcher was interested in finding out more on the gender of the respondents because the activity in place is always side lined to the male side. Below is the table that presented the data regarding gender of the respondents.

Table 4.2 Gender category of the respondents

Gender	Frequency	Percentage
Male	46	81
Females	11	19
Total	57	100

Source: Field Data 2015

Table 2; represents findings from the field regarding the gender of the respondents where 81% of the respondents dealing in men's clothes were males whereas 19% of the respondents were females. This implied that the entrepreneurial activity of selling Men's clothes was highly occupied by men and that the women were engaged at a low scale which to the researcher proved that men have a better understanding of the business compared to women.

4.1.3 Age of the respondents

Table 4.3: Age category of the respondents

Age Bracket	Frequency	Percentage (%)
21-30	23	40
31-40	16	28
41-50	10	18
51 +	8	14
Total	57	100

Source; Field data 2015

From table 3, data presented showed that 40% of the respondents were within the age bracket of (21-30) and this was the highest percentage of the response rate followed by those within (31-40) with 28% and those within (41-50) with 18% and lastly those in the bracket of (41-

50) who had a response presentation of 14%. This implied that youthful entrepreneurs are seriously engaging into dealing in Men’s clothes those especially within the bracket of (21-30) and (31- 40) and it is evident that these have the latest designs on the market which are eye catching for the clothes clientele and thus increased sales to the entrepreneurs in this business.

4.1.4 Level of education of the Respondents

The data representing the education levels of the respondents is presented I the table below

Table 4. 4: Education category of the respondents

Level of education	Frequency	Percentage (%)
O & A level	22	39
Certificate	13	23
Diploma	7	12
Bachelors	4	7
None	11	19
Total	57	100

Source: Field data 2015

Table 4; represented the highest level of education attained by the respondents dealing in Men’s clothes in Owino Market. The data presented proved that most of the entrepreneurs selling clothes in Owino Market were educated with a minimum of an O & A level certificate apart from the 19% who had no education at all. This implied that most of these entrepreneurs were in position to handle most of the customers in different angles ranging

from the language because they were able to express themselves using English beyond their local language. This therefore moves along with the aspects of quality services and bigger attraction of business for bigger sales to the entrepreneurs as evidenced in the research carried out by Jelineck (1995).

4.1.5 Time spent in the clothes business

Table 4.5: Longevity in clothes business

	Time taken	Frequency	Percentage
1	Less than 1 year	14	25
2	1 – 5 years	23	40
3	6 – 10 years	11	19
4	10 Years +	9	16
	TOTAL	57	100

Source: Field Data 2015

The findings presented in table 5 were a representation on how the respondents reacted to the time taken while doing the business of selling clothes to men in particular. The findings presented that 25% of the response rate had run the business with less than a year, 40% of them here within the bracket of 1- 5 which drew an implication that most of the entrepreneurs in this business were new. This criteria sought to enable the researcher find out more on how the entrepreneurial skills moved hand in hand with the longevity in the business and it so happened that those in the bracket of 6-10 years and those above 10 years in business had more skills compared to those that were just starting up which gave an implication that skills

could also be built by the entrepreneurs as they carry out the business just as suggested by Chukwujioko (2013).

4.1.6 Type of the business run by the entrepreneurs

Table 4.6: Type of the business

Type of the business	Frequency	Percentage
Sole Proprietorship	41	72
Family Business	16	38
TOTAL	57	100

Source; Field Data 2015

The type of businesses operated by the entrepreneurs dealing in clothes in Owino Market was also included in the questionnaire in order to clearly identify the nature of businesses conducted out there by the entrepreneur. The findings in *table 6*; presented the type of the businesses operated by the entrepreneurs dealing in clothes. 72% of the respondents were sole proprietors who run their own businesses within the market. 38% of the respondents operated family business where member were engaged in different roles in the clothing line pooled resources together to conduct businesses which implied that many people starting up businesses and tend not to involve in many people for proper management.

The data presented implied that individual entrepreneurs could stand on their own and rather making formal businesses depending on the nature of customers targeted and their interests from the business because the business dealing directly involves aspects of personal selling where the seller has to directly contact the buyer just as sighted in Jelineck (1995).

4.1.7 Category of traders in the clothes business

Table 4.7. Trader category

Category	Frequency	Percentage
Shirts Dealer	18	32
Trouser Dealer	17	30
Underwear Dealer	14	25
Others	7	13
TOTAL	57	100

Source; Field data 2015

Table 7; presented the findings on the categories entrepreneurs have in the course of dealing in men's clothes. 32% of the entrepreneurs' response rate dealt in Men's shirts where as 30% of them had their way through dealing in trousers as 25% dealt in underwear for men. 13% of the response rate had their dealing in other categories which included shoes and belts all for men. This coverage sought to understand where many of these entrepreneurs sought their clientele and it so happened that from the field data, many dealt in men's wear and these were the fast moving items for sale because the products were readily available to meet the demand.

This implies that entrepreneur had enough skills to forecast their clientele and indulge themselves in the line of demand to meet the needs of the consumers. This as a skill involves forecasting and projecting customer needs in order to increase business sales.

4.2 Independent Variables

The study on the contribution of entrepreneurial skills on the performance of SMEs in Owino Market took on various independent variables in search of the findings to relate to the study. Among these, the independent variables included leadership skills which sought how various leadership skills affected entrepreneurial performance. This took on other dimensions like; communication, commitment, being a visionary, having the ability to influence others, flexibility and the ability to offer jobs and supervise others. Secondly, the other independent variable looked at was marketing skills which addressed dimensions like; entrepreneurs using radio to reach out to their clientele, practicing personal selling, use of persuasive language, provision of better designs and brands, planning for their clientele and offering free packaging to their clients all as dimensions to marketing skills. Lastly, the study took on financial skills as exhibited by entrepreneurs as elements that take part in their business performance and this addressed variables like; entrepreneurs having a strong saving culture, maintain proper accounting records, ability to estimate return on investment, tracking business expenditure and carrying out stock taking exercises for their businesses.

4.2.1 Leadership skills on the performance of SMEs in Owino Market

Table 4.8: Communication with subordinates

Communication with subordinates						
	SA	A	N	D	SD	TOTAL
FREQUENCY	23	17	–	6	11	57
PERCENTAGE (%)	40	30	–	11	19	100

Source; Field Data 2015

The findings presented in *table 8*; presented the respondents' views on how communication to subordinates affects performance of entrepreneurs. 40% and 30% of the response rates from the entrepreneurs strongly agreed and agreed that their ability to communication to subordinates influences their performance at work. 11% and 19% of the response rate disagreed and strongly disagreed that communication affects their business performance. It was noted that most of the respondents that disagreed were solo proprietors who had no subordinates to manage at their disposal as for the little who agreed had people to lead.

Allwood (1985) in his work noted that intellectual communication in business greatly influences the performance of institutions where leaders are urged to create proper communication channels in their line of work

Table 4.9: business commitment

Business commitment						
	SA	A	N	D	SD	TOTAL
FREQUENCY	25	28	4	–	–	57
PERCENTAGE (%)	44	49	7	–	–	100

Source; Field Data 2015

Business commitment is a leadership trait that entrepreneurs impose because it looks at how much entrepreneurs put in to keep moving amidst the many challenges they face in the due course of work. This comes with issues of resilience and persistence in business. *Table 9* presented findings on how entrepreneurs responded on business commitment. The findings presented high levels of agreement where 44% and 49% of the response rate strongly agreed and agreed respectively in line with business commitment.

A brief interview conducted by the researcher on business commitment on the respondents gave the researcher a few brief fact where the respondents brought some scenarios to the researcher about the problems they have face over a period of time which included fires and theft which never proved the end of their business careers but rather kept on going which was a good sign of resilience and business commitment.

Table 4.10: Business vision

Business vision						
	SA	A	N	D	SD	TOTAL
FREQUENCY	17	20	5	10	5	57
PERCENTAGE (%)	30	35	9	17	9	100

Source; Field Data 2015

Table 10; presented findings from entrepreneurs concerning the need for them to be visionaries and how it impacts on their business growth. 30% and 35% of the respondent strongly agreed and agreed respectively giving an agreement response rate of 65% towards having a business vision against the total response rate of 28% who claimed not to have a vision for their businesses claiming that they were in the clothes business temporarily and that they could change to any kind of business according to the demand of their clientele for other forms of merchandise. Alter (2000) in his work noted that entrepreneurs are visionaries who plan ahead and lay strategies on how their business goals are to be achieved.

This gave the researcher an implication that some entrepreneurs keep diversify in to different undertakings which is also a skill of planning and a leadership trait.

Table 4.11: Ability to influence others

Ability to influence others						
	SA	A	N	D	SD	TOTAL
FREQUENCY	15	21	6	9	6	57
PERCENTAGE (%)	26	37	11	15	11	100

Source; Field Data 2015

The entrepreneur's ability to influence others was also looked at as a trait within the leadership skills as used by the entrepreneur. Data from the field indicated that 26% and 37% of the response rate strongly agreed and agreed that they had the ability to influence others as 11% of the respondents neither agreed nor disagreed in line with this. However, 15% and 11% of the response rate disagreed and strongly disagreed in line with this respectively. The high level of agreement implied that entrepreneurial performance is high is entrepreneurs have the ability to control others.

Table 4.12: Leaders are flexible

Flexibility						
	SA	A	N	D	SD	TOTAL
FREQUENCY	22	17	3	4	11	57
PERCENTAGE (%)	39	30	5	7	19	100

Source; Field Data 2015

The findings presented in *table 12*; had it that 39% of the response rate strongly agreed in line with flexibility as 30% of the rate agreed. 5% of the response rate neither agreed nor disagreed as 7% and 19% of the response rate disagreed and strongly disagreed respectively

in line with flexibility as incorporated within leadership skills and how it influences the performance of their businesses.

The findings gave an implication to the researcher that entrepreneurs as leaders at times stand in to carry out various tasks in order to see business activities moving other than waiting on their subordinates.

Table 4.13: entrepreneurs offer jobs and supervise others

Offer jobs and supervise others						
	SA	A	N	D	SD	TOTAL
FREQUENCY	18	20	–	11	8	57
PERCENTAGE (%)	32	35	–	19	14	100

Source; Field Data 2015

The finding in table 13; presented the views from respondent on the ability of entrepreneurs to offer jobs and supervise other and how it affects the performance of their entities. The response rate provided an agreement rate of 67% in line with better performance experiences when the entrepreneurs are in position to offer jobs and supervise others. 19% of the response rate and 14% disagreed and strongly disagreed on the influence of the entrepreneur’s ability to offer jobs and supervise others on the performance of their businesses.

The high agreement rate implied that the ability of entrepreneurs to offer jobs and supervise others reduces the work load and increases the efficiency of work and time wasted when running businesses.

4.2.2 Marketing Skills on the performance of SMEs in Owino market

Table 4.14: Entrepreneurs use market radio

Entrepreneurs use Radio						
	SA	A	N	D	SD	TOTAL
FREQUENCY	18	21	7	3	8	57
PERCENTAGE (%)	32	37	12	5	14	100

Source; Field Data 2015

Table 14; presented finding on how respondents reacted on the use of radio as a marketing skill influences the performance of their businesses. 32% and 37% of the respondents strongly agreed and agreed respectively that the use of radio helps them spread their business all over the market. 12% of the response rate neither agreed nor disagreed in line with the use of radio as 5% and 14% of the response rate disagreed and strongly disagreed respectively that the use of radio has a thing to do with their business performance. Ehmke (2009) noted that the use of radio for business outreach is the best way to make a product get known and thus increased sales.

Table 4.15: Entrepreneurs carry out personal selling

Personal Selling						
	SA	A	N	D	SD	TOTAL
FREQUENCY	25	20	1	6	5	57
PERCENTAGE (%)	44	35	2	11	8	100

Source; Field Data 2015

Personal selling as used by entrepreneurs to sell their products to customers was also brought before them to find more about it as a marketing ability on how it influences the performance of their businesses. 44% and 35% of the response rate strongly agreed and agreed respectively that personal selling is the most used marketing practice to make sales to customers. The findings implied that personal selling as used by entrepreneurs creates room for bigger sales because of the direct contact with the buyers.

Table 4.16: the use of persuasive language

Persuasive Language						
	SA	A	N	D	SD	TOTAL
FREQUENCY	18	22	4	8	5	57
PERCENTAGE (%)	32	38	7	14	9	100

Source; Field Data 2015

Table 16; presented findings on the use of persuasive language on the performance of businesses carried out by entrepreneurs in Owino Market. 32% and 38% of the response rate strongly agreed and agreed respectively that it's the language that sales their merchandise to their customers. Respondents affirmed to the researcher that various words and songs are used to throw more light to their products before their customers in order to attract them to purchase their commodities.

Ehmke, (2009) in his work noted that the use of persuasive language before customers triggers their interest to make a purchase. He further noted that when sellers persuade and lure buyers it created room for negotiations which hypes the buyer's interest to get on board and make the purchase of the product. The findings imply that entrepreneurs make sales because of their ability to persuade the clients the fact being that they operate in a very competitive environment.

Table 4.17: Entrepreneurs Provide better designs and brands

Brands and designs						
	SA	A	N	D	SD	TOTAL
FREQUENCY	15	17	8	10	7	57
PERCENTAGE (%)	26	30	14	18	12	100

Source; Field Data 2015

Table 17; presented findings from entrepreneurs on whether provision of better brands and designs influences their clientele and performance in general. 26% of the response rate strongly agreed and 30% of the rate agreed in line with increased performance with provision of better brands and designs to customers as 30% of the response rate were in disagreement.

With the level of agreement the findings proved that customers want new things from time to time and that they can decide to move from one place to another to meet their demands however, the level of disagreement implied that the target clientele is confined to what the entrepreneurs bring for them on the market.

Table 4.18: Discounts to customers

Discounts to Customers						
	SA	A	N	D	SD	TOTAL
FREQUENCY	14	8	3	21	11	57
PERCENTAGE (%)	25	14	5	37	19	100

Source; Field Data 2015

Table 4.18; presented findings from respondents on whether offering discounts to customers as part of marketing affects the performance of their businesses. 25% and 14% of the response rate strongly agreed and agreed respectively in line with this as 37% and 19% strongly disagreed and disagreed. This rate of disagreement implied that discounts are never awarded to customers because the goods sold to them have no fixed price but rather hoarding is used to get a fair price for the commodity which still ends on the side of the seller.

Table 4.19: Free packaging upon sales

Free packaging upon Sales						
	SA	A	N	D	SD	TOTAL
FREQUENCY	18	25	2	8	4	57
PERCENTAGE (%)	32	44	3	14	7	100

Source; Field Data 2015

Table 19; presented findings from respondents on how free packaging upon sales affects the performance of their businesses. 32% and 44% of the response rate strongly agreed and agreed in line with better business performance through increased sales as a tribute to free packaging to customers. 14% and 7% of the respondents however disagreed and strongly disagreed in line with this claiming that it is not that necessary to package for the customers upon sales.

The way a customer is handled on conducting business determines whether he or she will continue being a loyal customer to the business. Packaging of commodities may not necessarily guarantee the loyalty of the client but it works as a step towards building that customer who later turns out to support the business (Mbogo, 2011).

4.2.3 Financial Skills on the performance

Table 4.20: Entrepreneurs have a strong saving culture

Strong saving culture						
	SA	A	N	D	SD	TOTAL
FREQUENCY	26	18	3	4	6	57
PERCENTAGE (%)	46	32	5	7	10	100

Source; Field Data 2015

Table 20; presented findings on how entrepreneurs dealing in men's clothes responded towards the saving culture on the performance of their businesses. 46% and 32% of the respondents strongly agreed and agreed respectively that the saving culture is important to towards the success of their businesses. The saving culture manifested amongst entrepreneurs increases the income of an individual which expands business investment and thus creating more wealth to the business.

Table 4.21: Entrepreneurs maintain proper accounting records

Strong saving culture						
	SA	A	N	D	SD	TOTAL
FREQUENCY	11	14	9	11	12	57
PERCENTAGE (%)	19	25	16	19	21	100

Source; Field Data 2105

The data presented in *table 21*; represents how entrepreneurs reacted on the maintenance of accounting records on the performance of their businesses.

19% and 25% of the response rate strongly agreed and agreed respectively as 16% of the response rate neither agreed nor disagreed in line with this. The high rate of disagreement

considering the findings implied that didn't have a strong saving culture amongst them which is very crucial when it gets to business finances. Some respondents however brought it to the researcher that do save through SAACOs put up in the market that are mandatory to all business dwellers operating in Owino market.

Table 4.22: Ability to estimate return on investment

Ability to estimate return on investment						
	SA	A	N	D	SD	TOTAL
FREQUENCY	9	13	11	6	18	57
PERCENTAGE (%)	16	23	19	11	32	100

Source; Field Data 2105

The findings in as presented in *table 22*; presented the respondent's views on their ability to estimate return on investment and how this affects the performance of their businesses within the market. The respondents had an agreement response rate of 39% and a disagreement rate of 43% as 11% had no perspective towards the entrepreneur's ability to estimate return on investment. From the field, one of the respondents told the researcher that he was not in position to calculate return on investment other than being in position to sell and keep in their estimated profit margins than having a detailed expected figure as return on investment.

Table 4.23: Entrepreneurs use banks to manage their Finances

Use of Banks						
	SA	A	N	D	SD	TOTAL
FREQUENCY	24	19	–	10	4	57
PERCENTAGE (%)	42	33	–	18	7	100

Source; Field Data 2105

Table 23; presented findings from the respondents that sought to find out whether the use of banks affects the performance of their businesses. 42% and 33% of the respondents strongly agreed and agreed in line with the use of banks as a financial aspect a key to business performance in terms of growth. The respondents had it that beyond the savings in the bank, they become legible to attain loans to boost their businesses.

4.24: Entrepreneurs track their business expenses

Track business expenses						
	SA	A	N	D	SD	TOTAL
FREQUENCY	15	21	4	12	5	57
PERCENTAGE (%)	26	37	7	21	9	100

Source; Field Data 2105

The data presented in *table 24*; is a representation of respondent’s views on whether they track their business expenses as a financial obligation that affects business performance. 26% of the response rate strongly agreed and 37% of the rate agreed that they tracked their business expenses as a total of 30% of the response rate disagreed with this which implied

that they carried out business without knowing their expenditures. Collis (2002) noted that maintain proper financial records like expenditures enables business owners to plan effectively which promotes financial discipline and improved business performance.

4.25: Entrepreneurs carry out stock taking

Stock Taking						
	SA	A	N	D	SD	TOTAL
FREQUENCY	22	18	4	8	5	57
PERCENTAGE (%)	38	32	7	14	9	100

Source; Field Data 2015

Table 25; has data showing the respondents' view on stock taking as a financial skill practice for good business. Respondents had higher agreement rates where 38% and 32% of them strongly agreed and agreed that stock taking was carried out often on their goods. 14% disagreed as only 9% of the response rate strongly disagreed regarding stock taking as a financial practice.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The previous chapter had the discussion of findings drawn from the respondents in the field. This chapter will therefore focus on the summary of main findings and implications thereof, recommendations and conclusions the study. Specific emphasis is to be placed on the contribution of entrepreneurial skills on the performance of SMEs in Owino Market. Final conclusions are drawn on the use and application of entrepreneurial skills concept as an instrument for performance of SMEs in terms of business growth.

5.1 Summary of Findings and Implications Based on main Findings

5.1.1 Leadership Skills and Business performance

Leadership skills are looked at as the ability of one to influence others in order to achieve goals as determined by the organization. Leaders are those amongst the many who influence, motivate and show a sense of direction to others (Subordinates) to perform specific tasks for efficient performance towards the accomplishment of a stated objective (Jeremy; 2011). The study on objective one revealed that entrepreneurial leadership is a strong bridge towards the performance of SMEs as operated by entrepreneurs. Conducting business in a strongly crowded area like Owino Market (Case Study) requires one to have leadership skills to go through with the situation. The dimensions used to obtain information from the respondents included; communication, business commitment, having a business vision and the ability to influence others among others.

5.1.2 Marketing Skills and business performance

Objective two revealed that marketing skills are very essential for entrepreneurs running businesses in Owino market fact being that it's a very busy place. Hatega (2007) noted that marketing skills place the entrepreneurs in position to communicate and inform potential customers about the existence of a product. Selling merchandise in a busy area demands more of marketing skills because entrepreneurs are operating in a very competitive environment where they need to fight for the unpredicted market. This implies that beyond selling clothes, entrepreneurs need to be fully equipped with these skills in order to attract and make a sale on a daily basis. The basis of ascertaining the findings included; the use of internet radio, entrepreneurs carrying out personal selling, persuasive language, providing new brands and designs among others.

5.1.3 Financial Skills and business performance

Objective three dealt with financial skills and how they contributed towards the performance of SMEs as managed by entrepreneurs. Objective three also proved to be a very important aspect to be part and partial of an entrepreneurs because managing the business rotates on how funds are managed within the business. Businesses require readiness because it at times becomes hard to determine the demand of the market which commands that entrepreneurs need to always play right cards with their finances to see to it that they keep within the business circles. The objective took on the saving culture, use of banks, checked the entrepreneur's ability to track their expenses and also compute their return on investment as ways of exercising financial skills.

5.2 Conclusions

Objective one just as the other objectives is a practical skill that requires one to engage command towards other to get things moving and it demands one to have vast knowledge

with leadership attributes so that they carry out their responsibilities to run the business operations. Leadership skills grant entrepreneurs the ability to control and direct others from one point to another in relation with business goals and objectives. The leadership aspect used in the due course of the research that proved more vibrant to this objective was the entrepreneur's ability to offer jobs and supervise others because the respondents looked at it as the way forwards for the success of their business.

Dealing in men's clothes is more of a special business that targets one sex which demands entrepreneur to derive their business in a certain direction that desires to have a direct control over the business when it gets to the different change in tastes and preferences of the market. Offering jobs and supervising others effectively becomes the way forward of pulling the business from the bottom to the top.

Objective two brought it to the researcher's attention that there is no business survival without the product being but before the targeted market. This took on factors like advertising, personal selling, using persuasive language, offering discounts on sales among others as ways of enforcing marketing skills. Objective two as used to draw its relationship with business performance was clearly defined by the ability of entrepreneurs to use persuasive language to create moments of sales to the customers. This came up with the nature of business carried out down there in Owino market where entrepreneurs are packed and that a bit of sweet talk is needed to influence the customers to buy their products.

Objective three which focused on the way entrepreneurs manage their finances and discussed how this entrepreneurial skill was essential towards business performance. The objective proved that entrepreneurs needed to manage their finances as the only way to keep in business. Financial skills took on many aspects which included; entrepreneurs having a

saving culture, managing proper accounts, estimate return on investment, use of banks and being in position to track their expenses.

In relation to this objective, entrepreneurs strongly laid more emphasis on having a saving culture as a way of putting financial skills into action and as a foundation of their business success because it helps them increase their business capital and investment.

5.3 Recommendations to the entrepreneurs in the Men's Clothes Business

The government and other concerned bodies with the need to open up more sales places to give room for various entrepreneurs to startup businesses to reduce congestion and competition. Many entrepreneurs out there with capital need space to start businesses. This implies that the Government needs to buy more space and plan for its increased number of entrepreneurs which will also be a way forward to reduce the unemployment rate within the country.

More onto this, imperative improvements in Government's provision of basic infrastructural facilities should also be looked into to ensure optimal performance of Small Business and exercise of the entrepreneurial skills inherent in the owner-managers.

These entrepreneurs need training, these entrepreneurs need business training in order to make them have the knowledge on business and put them in positions where they can make decisions meant to move the businesses at the next level and also control the risks involved in dealing in clothes business which include; fires, slumps among others .

Beyond training more so financial training, the government through its many projects to reach out to its people as it extends money services through micro finance institutions and government programs have to set up several units to teach and train entrepreneurs financial management skills so as to increase their investment and business growth.

5.4 Areas of Further Research

1. The contribution of group lending towards entrepreneurial growth amongst entrepreneurs
2. The role of financial management as provided by Micro- Finance institutions on the performance of entrepreneur Ventures

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Appendix I: Questionnaire

UGANDA MARTYRS UNIVERSITY – NKOZI

QUESTIONNAIRE FOR RESPONDENTS ON THE EFFECT OF ENTREPRENEURIAL SKILLS ON THE PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN OWINO MARKET DEALING IN GENTS WEARS

I am Kisitu Joseph a student at Uganda Martyrs University pursuing a Bachelor's Degree in Business Administration and Management.

This research questionnaire involves questions that will be answered by respondents which will be used to collect primary information regarding the effect of entrepreneurial skills on the performance of SMEs in Owino market more so those dealing in Men's wears. This is for academic purposes only and the respondents are assured that their identity and the information they provide will be kept confidential.

Thank you.

Section A: Respondents' background information.

Instructions: tick the category that best describes you.

1. Sex of the respondent

Male Female

2. Age brackets of the respondent

a) 21-30 b)31-40 c)42-50 d)50 d) 50+

3. Highest level of education of the respondent.

None Certificate Diploma Bachelors

4. Time Spent in Clothes Business

Less than 1year 1-5 6-10 10+

5. Type of the Business

a. Sole Proprietorship b. registered entity

c. Partnerships

6. Category of the trader in the Clothes business

Shirt Dealer Trousers

Underwear Others

specify.....

SECTION A

INDEPENDENT VARIABLES: ENTREPRENURIAL SKILLS

(A) LEADERSHIP SKILLS

Using the key below please indicate your agreement with the statement by writing the correspondent code in the box provided.

Strongly disagree	Disagree	I am not sure	Agree	Strongly agree
1	2	3	4	5

	Leadership skills	SD	D	N	A	SA
1	Entrepreneurs do communicate well to their subordinates					
2	Entrepreneurs are committed towards business success					
3	Entrepreneurs as leader have a vision for their businesses					
4	Entrepreneurs have the ability to influence others					
5	Entrepreneurs as leaders are flexible					
6	Entrepreneurs offer jobs and supervise others					

INDEPENDENT VARIABLES: ENTREPRENURIAL SKILLS

(B) MARKETING SKILLS

Using the key below please indicate your agreement with the statement by writing the correspondent code in the box provided.

Strongly disagree	Disagree	I am not sure	Agree	Strongly agree
1	2	3	4	5

	Marketing Skills	SD	D	N	A	SA
1	Entrepreneurs do use the market radio to create awareness of men's clothes					
2	Entrepreneurs carry out personal selling as they sell clothes to men					
3	Entrepreneurs use persuasive language to create room for purchase					
4	Entrepreneurs provide clientele with better designs and brands					
5	Entrepreneurs offer discounts to their customers					
6	Entrepreneurs offer free packaging to their customers upon sales					

INDEPENDENT VARIABLES: ENTREPRENURIAL SKILLS

(C) FINANCIAL SKILLS

Using the key below please indicate your agreement with the statement by writing the correspondent code in the box provided.

Strongly disagree	Disagree	I am not sure	Agree	Strongly agree
1	2	3	4	5

	Financial Skills	SD	D	N	A	SA
1	Entrepreneurs possess a strong saving culture					
2	Entrepreneurs do maintain proper accounting records on their finances					
3	Entrepreneurs have the ability to estimate return on investment					
4	Entrepreneurs use banks to manage their finances					
5	Entrepreneurs do track their business expenditures					
6	Entrepreneurs carry out stock taking on their goods					

SECTION B

DEPENDENT VARIABLE: SMES PERFORMANCE

Using the key below please indicate your agreement with the statement by writing the correspondent code in the box provided.

Strongly disagree	Disagree	I am not sure	Agree	Strongly agree
1	2	3	4	5

	SMEs Performance	SD	D	N	A	SA
1	Entrepreneurial skills have helped dealers to increase their productivity					
2	Cloth dealers have opened up more branches					
3	Entrepreneurial skills have brought about increased return on investments to the business					
4	Entrepreneurial skills have decreased the levels of unemployment amongst cloth dealers					
5	Entrepreneurial skills have increased business sales amongst dealers in men's clothes					

Thank you