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GJMBR - B Classification : *JEL Code : L26*

PROSPECTSOFENTREPRENEURIALCOMPETENCIESOFMICROANDSMALLENTERPRISEINJIMMAZONEETHIOPIA

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Shabudin Shenura [α], Ashenafi Haile [σ] & Emnet Negash [ρ]

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Results: All of the respondents were aged 19 years and above with mean age of 26.8±4.2. 71% of them were male managers indicating gender inequality in business leadership of micro and small enterprises of the zone. Majority 124(67.8%) of them were from families having no business. the result of this study indicates that there is high gender gap in the leadership of micro and small enterprises. It also shows that there is a difference in entrepreneurial competencies between those who took management and technical trainings before and after the opening of the business and who didn't and between those who have higher educational qualification with those who have lesser.

Moreover, many entrepreneurial competencies are strongly associated with the average time spent by entrepreneurs on business in a week.

The qualitative data reveals that there is poor opportunity, relationship, strategy and commitment competencies among the leaders of MSEs.

I. Background

The field of entrepreneurship continues to struggle with the development of a modern theory of entrepreneurship (Gartner, 2001). In the past 20 years, the current development of theories of entrepreneurship have centered on either opportunity recognition (Gaglio& Katz, 2001; Baron, 2004). During this time period, many theoretical insights also came from those in other fields such as economics Kirzner (1979), Casson (1982) & a rediscovery of the work of Schumpeter (1934,1939).

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However, despite the attempts of many entrepreneurship scholars to develop theory in this field there continues to be a lack of consensus about what constitutes entrepreneurship theory and no generally accepted theory of entrepreneurship has emerged (Alvarez, 2007). According to Alvarez, this lack of consensus is in large part due to the lack of clarity that entrepreneurship scholars have about the unstated assumptions of entrepreneurship. As Gartner (2001) suggests we in the field of entrepreneurship are unconscious about the assumptions that we make in our theoretical perspectives.

While different explanations of entrepreneurship have adopted sometimes radically different theoretical assumptions, most of these concern three central features of entrepreneurial phenomena: the nature of entrepreneurial opportunities (Kirzner,1979, Shane & Venkatraman, 2000; Gaglio & Katz, 2001), the nature of entrepreneurs as individuals (Mc Clelland, 1961; Collins & Moore, 1964, Busenitz & Barney, 1997) and the nature of the decision making context within which entrepreneurs operate (Knight, Alvarez & Barney, 2005).

II. The Concept of Entrepreneurship

Entrepreneur is a highly respected person in the developed world. The word entrepreneurship conjures up visions of active, purposeful men and women accomplishing significant achievements

The entrepreneurs are important agents of change in every society, yet they present the most enigmatic characters in the drama of economic development, particularly in the less developed world. Although it is an entrepreneur's purposive activity that bridges the gap between plan and reality, the precise way that this agent of change acts is often unpredictable.

III. Perspectives for the Study of Entrepreneurship

On a broader plane, entrepreneurial activities have developed in a systematic way for the last two hundred years since the beginning of the industrial revolution in Europe. One has to bear in mind that no single factor therefore can be assumed as the only determining variable for studying the phenomenon of

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entrepreneurship even though some of the scholars emphasized one or the other factor as the prime factor. Various factors are explained till now to give a proper analysis of entrepreneurial development. For instance ethical value is said to be the significant factor for entrepreneurial behavior for Max Weber (1947), minority group moral and status withdrawal is assigned to be a core principle for entrepreneurial development by Hegan (1964). McClelland (1961) emphasized on psychological need for achievement motivation is responsible for accomplishing entrepreneurial development. Bounding (1957) and Hoselitz (1964) argued that it is the political system, which determines the development of entrepreneurship. For some others new ideas and opportunities, importance of family background are the important factors that facilitates entrepreneurship. However it is evident from the above that analysis of any single variable would provide only a partial understanding of entrepreneurship.

The theories of entrepreneurship and development are broadly classified into two categories: psychological and sociological theories of entrepreneurship. McClelland (1961) and Hegan (1964) emphasized on the psychological approach towards the analysis of entrepreneurship whereas Max Weber (1947), Cochran (1967) and Hoselitz (1964) advocated a sociological explanation for the study of entrepreneurship.

In search of an integrated approach, the behaviorists tried to synthesize psychology and sociology to explain entrepreneurship. However there has beena dominant influence of psychological parameters in their interpretation of entrepreneurial behavior.

From the above explanations it emerges that neither a single factor nor a model is adequate to explain the development of entrepreneurship. There is a consensus among some scholars with regard to factors facilitating entrepreneurial development.

MSE's Entrepreneurial Competencies: Conceptual Framework

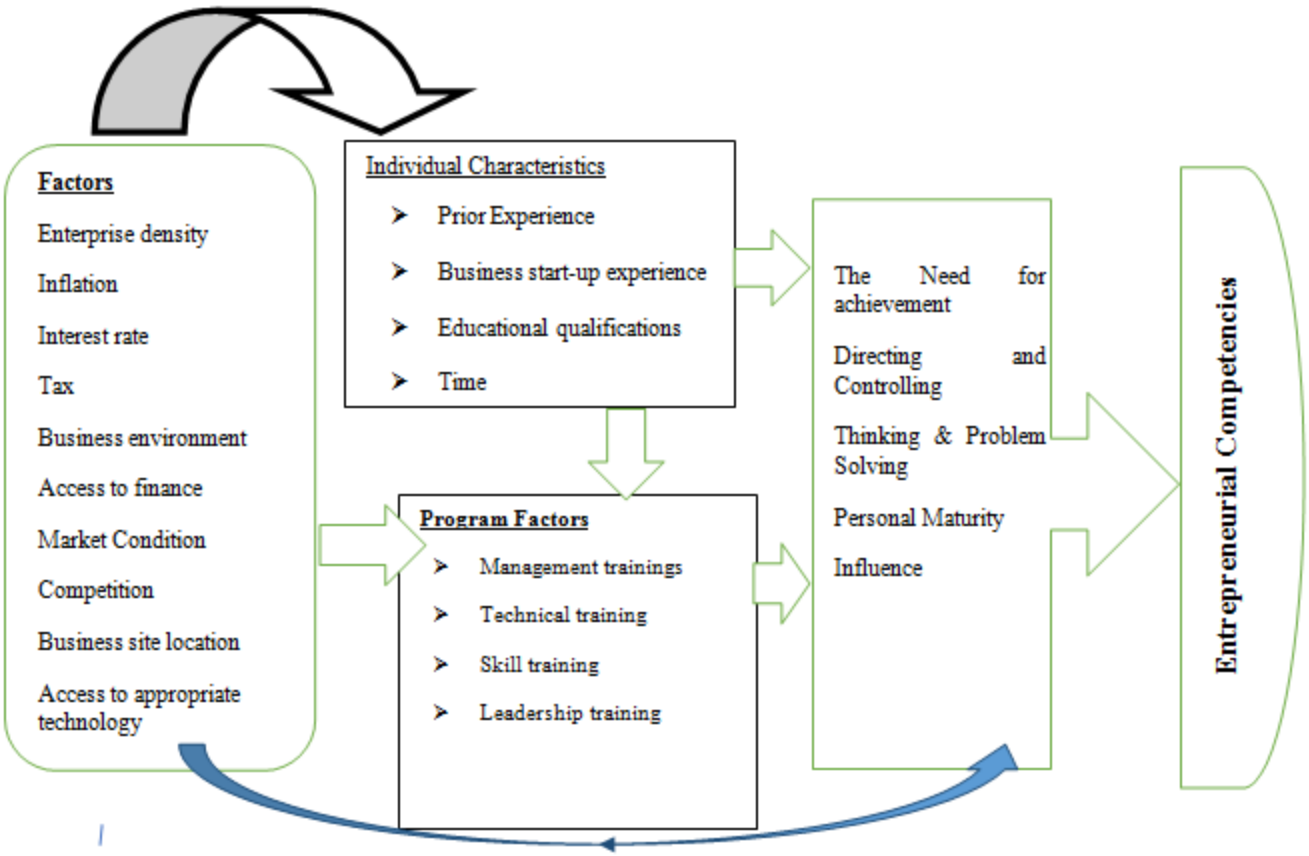

Figure 1 : Conceptual framework of the study developed by researcher from different literatures

IV. Result & Discussions

a) Firms' Perceived performances

Respondents were asked to indicate the degree of importance their firm attach to selected performance indicators and to rate their level of satisfaction to each performance criterion for the last three years. Majority of the respondents indicated moderate importance to different performance criterion. 51.9%, 68.3%, 55.7%, & 59%, of them rated moderate importance to gross profit margin, net profit from operation, profit to sales ratio and return on investment respectively.

Regarding the level of satisfaction enjoyed during the past three years, 67.8%, 73.2%, 71.6% and

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66.10% of the respondents reported that they were moderately satisfied with gross profit margin, net profit from operation, profit to sales ratio and return on investment respectively. The following figures (figure 1 & 2) shows different degree of importance their firms attach to each indicators and level of satisfaction respondents indicated respectively.

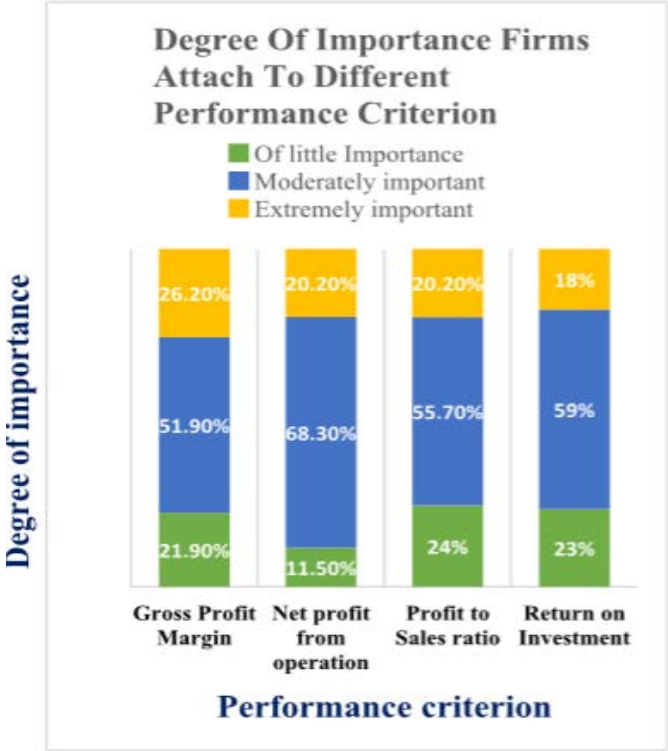

Figure 3 : Degree of importance firms attach to various performance criterion

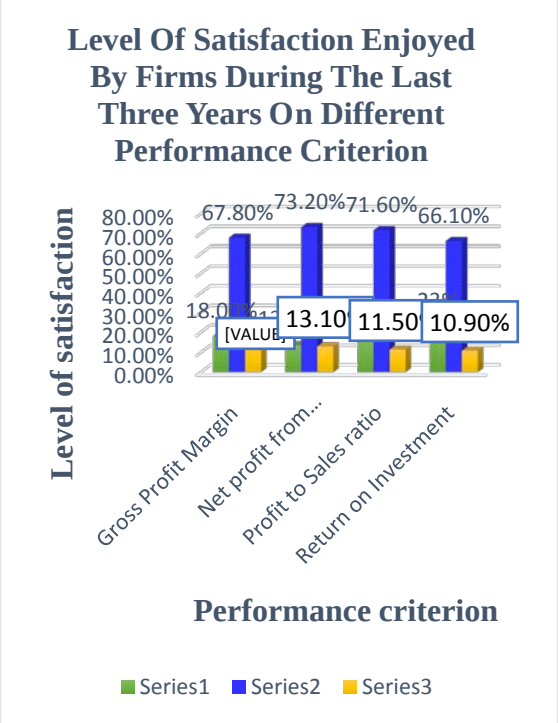

Figure 4 : Level of satisfaction firms enjoyed during the past three years

Moreover, respondents were asked to compare their firms with their counterpart competitors on the grounds of some selected indicators like sales growth, return on sales, cash flow, and return on investment, net

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profit, and growth in market share. Majority of them replied their firms to be about the same with their counterpart competitors on all of the selected indicators: 52.5% voted "about the same" on sales growth, 56.8% on return on sales, 48.6% on cash flows, 46.4% on return on investment, 54.6% on net profit and 50.3% on growth in market share. On contrary, 29%, 29.5%, 30.6%, 26.8%, 29.5%, and 27.9% voted their firms to be moderately lower than their counterpart competitors on their sales growth, return on sales, cash flow, and return on investment, net profit, and growth in market share. The following graph depicts perceived performances of their firms as compared to their counterparts.

Regarding the innovation history of the enterprises, only 45.6% (83) reported that they introduced during the past three years, new or significantly improved processes for producing or supplying products (goods or services) which were new to their enterprises. But, out of this, only 24.2% were new to their industry.

On the other hand, out of the innovated processes/products, 27.2% were new to market and 31% were new only to their enterprises.

b) Entrepreneurial Competencies

According to Baum & Locke (2004) "Entrepreneurs must also be willing to experiment different strategies in the pursuit of profitable outcome because it is the entrepreneur's energy, creativity & motivation that trigger the production of superior product & services".

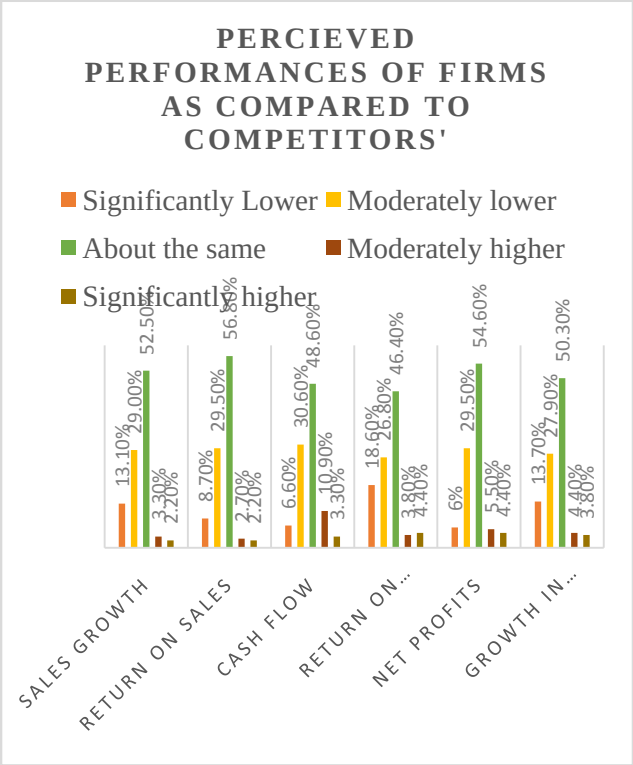

Figure 5 : Respondents' Perceived performances of firms evaluated against selected indicators in comparison with competitors

Therefore, entrepreneurship requires certain strategic skills for profitable functioning. These factors are initiative, see and act on opportunities, persistence, knowing, concern for high quality of work, commitment to work contract, persuasion, efficiency orientation, systematic planning, problem solving, self-confidence, assertiveness, use of influence strategies, monitoring and concern of employee welfare. Entrepreneurial competency thus becomes critical for Micro and Small Enterprises to become competitive in the globalized world.

Entrepreneurs play a very important role for business survival and its success. For the survival and success of the business entrepreneurs require skills and abilities. Bird (1995) "maintains that entrepreneurial competencies are defined as underlying characteristics possessed by a person which result in new ventures creation, survival, and /or growth." Man, Lau& Chan (2002) refer to these competencies as the "total ability of the entrepreneur to perform this role successfully. Several studies have found positive relationship between existences of competencies and venture performance". (Kaur & Bains, 2013)

The result of this research shows that there is almost somewhat fair competencies as perceived by the leaders of the enterprises even if the qualitative data indicated very poor competencies. The details of the quantitative result along with the qualitative result will be

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discussed thoroughly on each parameters of entrepreneurial competencies.

c) Opportunity Competency

Opportunity Competency relates to the ability to recognize opportunity, ability to capture opportunity, ability to identify customers need and so on. Several questions that ask for this competency from different perspectives were incorporated in the questionnaire to assess how the leaders of the enterprises perceive that they do/don't have opportunity competencies. Consequently, the quantitative findings of the research shows that 67 (36.6%) of the respondents (table 3) believe that they have average level of ability to identify goods or services customers want, perceive unmet consumer needs, actively look for products or services that provide real benefit to customers, seize high-quality business opportunities, and notice opportunities to do new things, prefer activities that they know well and with which they are comfortable, try things that are very new and different from what they have done before and take advantage of opportunities that arise. 48 (26.2%) of the respondents perceived that they do have below average ability and significant proportion of respondents, 68 (35.1%) to have very competent ability to recognize and capture opportunities and identify customers' unmet needs.

However, the qualitative data result reveals that many leaders of the micro and small enterprises spent no time looking for opportunities that may arise in their surroundings. One FGD participant said

"Gaggeessitooni maaykiro baay'een isaani yeroo isaani heddu caati qaamutti dabarsu malee carrawwan saatta'uu fi itti fayyadamu miti. Tasumaa hojii tokko qabani jennaan isumaan deeffataa taa'u" Gareen nikolfe

Meaning most of them spent most of their time chewing khat and don't bother to look for and utilize the opportunities. If someone possesses, one business he/she belches out of satisfaction; easily satisfies" Group laughing…

Moreover, from the quantitative result, we have come to know that opportunity competency of the leaders were affected by such factors as sex, start-up experience, training, and education. There is strong association between opportunity competency and the above variables. There is also positive association of this competency with average time leaders of micro and small enterprises spend on business in a week.

d) Relationship Competency

According to Kaur & Bains, (2013), it possesses and uses good interpersonal and communication skills, ability to influence others and gain support. A key success factor for an entrepreneur has been found to be his or her capabilities to work with others such as employees, business partners, family, friends, customers and so forth.

42 (22.9%) rated their ability to develop long-term trusting relationships with others, negotiate with others, interact with others, maintain a personal network of work contacts, understand what others mean by their words and actions, communicate with others effectively below average whereas 50(27.1%) and 91(50%) rated their competency of relationship as average and above average respectively.

The qualitative data reveals that some of them are good to establish good relationship with their customers, but most of them even don't respect their customers. *''Maamilli gooftaadha' jechi jedhu mammaaksuma qofaan hafe*" says one FGD participant from Agaro, meaning the saying 'customer is a king' is simply forgotten and became just a saying not more than that.

The chi-square test indicates there is an association between relationship competency and trainings (both management and technical trainings) that the leaders got just after the opening of their business at 5% level of significance and before business start-ups (p-value of 0.003 & 0.001 for management & technical training respectively). Moreover, there is an association between relationship competency and business start-ups experiences of the leaders of the enterprises (p-value of 0.020)

e) Conceptual Competency

This sub competency relates to the entrepreneurial requirement for analytical competency when faced with addressing complex situations. It demonstrates the possession of cognitive ability and decision-making skill, ability to weigh risks, think analytically, be innovative, be creative, show reasoning, capacity to reduce risks.

Majority of the respondents, 71 (38.6%), believe that they do have average capability of applying ideas, issues, and observations to alternative contexts, integrating ideas, issues, and observations into more general contexts, taking reasonable job-related risks, monitoring progress toward objectives in risky actions, looking at old problems in new ways, exploring new ideas, and treating new problems as opportunities followed by 57 (31%) of respondents who rated their competency to be well.

The chi-square test shows positive association of this competency with the average time spent on business in a week (p-value of .015) meaning those who spend more time on their businesses are most likely to have conceptual competency. In addition, leaders of the enterprises whose mothers and or fathers possessed businesses are more likely to have conceptual competency than those whose parents with no possession of businesses (p-value, 0.004).

On the other hand, those who took management training before and after starting businesses are more likely to develop this competency (p-value, 0.001). Regarding the technical trainings, only

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those who took it before the business start-up develop conceptual competency whereas the data reveals that there is no association between technical trainings after the business and this competency, meaning those who took technical trainings after they engage in business didn't show any improvements in conceptual competencies (p-value,0.008). This competency is also closely associated with educational competency (p-value, 0.036) indicating as educational qualification of the respondents increase, the more likely of this competency to increase.

f) Organizing Competency

It is ability to direct, lead, delegate, motivate, plan and schedule work, develop program, prepare budget. Entrepreneurs should have the ability to lead, coordinate, control, monitor, and organize internal and external resources of the business such as finance and human resources (Kaur & Bains, 2013)

76 (41.3%) perceive that they do possess somewhat fair ability of planning the operations of the business, planning the organization of different resources, keeping organization running smoothly, organizing resources, coordinating tasks, supervising subordinates, leading subordinates, organizing people, motivating people and delegating effectively. 66(35.9%) believe they are well enough in capability of directing, leading, delegating, motivating and scheduling work. According to this quantitative data, sex is positively associated with this competency (p-value, 0.012); females are more likely to have this competency than males. In this regard, 50(38.5%) & 46(35.4% of males rate their competency as 'average' and 'well' respectively, whereas 26(49.1%) & 20(37.7%) of females rate their competency as 'average' and 'well' respectively. Moreover, the management training after the business has to do with organizing competency (p-value, 0.002). The respondents' average time spent on the business is also associated with this competency (p-value, 0.004).

g) Strategic Competency

It relates to entrepreneurs ability to develop a vision in mind for their business Develop vision and strategy, plan ahead, set goals and standards, sell ideas (Kaur & Bains, 2013). It is believed that organizations that develop the capability to process information strategically are more likely to proactively shape their own destiny, whereas strategically incompetent organizations are more likely to react to their environments (Paul, Sparrow and Hodgkinson, 2015).

The quantitative result (Table 2) indicates 80(43.7%) of respondents rate themselves as average competent of being aware of the projected directions of the industry and how changes might impact the firm, being able to prioritize work in alignment with business goals, redesign the department and/or organization to better meet long-term objectives and changes, align current actions with strategic goals, assess and link short-term, day-to-day tasks in the context of long-term direction, monitor progress toward strategic goals, deal with problems as they arise, rather than spend time trying to anticipate them, and think about the advantages and disadvantages of different ways of accomplishing things. Moreover, they indicate that they take a logical and systematic approach to activities. In dealing with competitors, they typically initiate actions, which competitors then responded to. Moreover, when confronted with decision-making situations involving uncertainty, they report they typically adopt a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities. The majority, 87(47.6%) rate themselves as being poor (below average) competencies of this kind. Similarly, the qualitative data reveals that the majority of discussants in focus group discussion (FGD), reported that this competency is very poor in almost all micro and small enterprises. They tried to justify their argument by indicating that no enterprise has written plan, clearly written vision and mission. In addition, the participants also comment on how the enterprises deal with their counterpart competitors indicating its position as being the lowest.

The key informant interviews result also reveals that many leaders of the enterprises, being of micro or small, have no the culture to write down all the strategically important activities, have no skills of preparing strategic plan. Most of the informants said that they even don't think of written strategy.

Commitment Competency

It demonstrates strong motivation to compete, drive to see venture through to fruition, capacity to make an impact and dedication. According to Zimmerer & Scarborough, 2013, out of frequently exhibited characteristics of entrepreneur, high degree of commitment occupy the most important place. They state that entrepreneurship is hard work and launching a company successfully requires total commitment from an entrepreneurs. Most entrepreneurs have to overcome seemingly insurmountable barriers to launch a company and to keep it growing.

70 (38.0%), perceive that the do have average ability of dedicating to make the venture work whenever possible, and refuse to let the venture fail whenever appropriate, possess an extremely strong internal drive, commit to long-term business goals. In addition, they reported they do have somewhat fair capability of giving much effort to their work, working long hours and making personal sacrifices to complete jobs on time. When doing a job for someone, they make a special effort to make sure that person is satisfied with their work, do not let their work interfere with family or their personal life, maintain a high energy level, and motivate self to function at optimum level of performance.

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h) Learning competency

Learning competency is the ability of directing and utilizing their skills to be more successful in recognizing and adapting to the changing roles of entrepreneurs. The quantitative data reveals that majority of the respondents, 72 (39.1%), perceive that they do have average level of ability and attitude to learn from a variety of means, learn proactively, learn as much as they can in their field, keep up to date in my field, apply learned skills and knowledge into actual practices, respond to constructive criticism, prioritize tasks to manage time, identify own strengths and weaknesses and match them with opportunities and threats, manage own career development, recognize and work on my own shortcomings, favor a strong emphasis on research and development, technical leadership, and innovation. But on the same ability and attitude, 70(42.0% & 42 (22.8%) rated above & below average respectively.

The chi-square test indicates that there is strong association between learning competency and the average spent on business (p-value, 0.000), and between management & technical trainings after and before starting businesses respectively, (p-value, 0.003).

i) Competency of Initiatives

Acting out of choice rather than compulsion, taking the lead rather than waiting for others to start. Initiating Action can be separated from most other competencies by keeping in mind that it focuses on the propensity to act, not on the quality of the action. An individual can take independent action and go beyond expectations while demonstrating numerous other competencies (Jweaver, 2013). 81(44.0%), 52(28.3%), and 51(27.7%) rated respectively as average (somewhat fair), above average (good) and below average (poor) that they have somewhat fair capability and attitude of looking for things that need to be done, doing things that need to be done before being asked to by others, doing things before it is clear that they must be done, taking action before it is clear that they must and waiting for direction from others before taking action(table 3).

Initiative is strongly associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.000)

j) Competency of Persistence

Persistence is related to the 'never say die' attitude, not giving up easily, striving to achieve pre-determined business goals even if in the time of difficulties.

The quantitative findings show that 74(40.2%) of respondents perceive they have the attitude and capability of spending a lot of time trying to find a solution, when faced with difficult problem, trying several times to get people to do what they would like them to do, keeping on trying to accomplish what they want When something gets in the way of what they are trying to do, and trying several ways to overcome things that get in the way of reaching my goals. A significant proportion of respondents 55(29.9%) voted they have very poor in this competency. Similar proportion (29.9%) rated their competency as good.

Regarding the qualitative data result, the summary of focus group discussion (FGD) shows that even though many youths start businesses, they don't go long in the journey of their business; they loss hope easily, they don't want to confront with difficult situations.

The key informant interviewees, all agreed that the major challenge facing the practitioners of micro and small enterprises development agency, is lack of persistence in their businesses.

The chi-square test shows persistence is strongly associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.000).

k) Competency of Information seeking

Information seeking is one of the most important entrepreneurial characteristics which is related to the habit of searching for relevant and updated business oriented information continuously until success is achieved. The descriptive analysis of response indicates that 85 (46.2%), 58 (31.6%), 41 (22.3%) of respondents rated average (somewhat fair), above average (good) and poor (below average) respectively in their attitude and capability of gathering a great deal of information, when starting a new task or project, seeking the advice of people who know a lot about the problems or tasks they are working on, when working on a project for someone, asking many questions to be sure they understand what that person wants, going to several different sources to get information to help with tasks orprojects. The chi-square test shows information seeking is strongly associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.000)

l) Concern for high Quality

Providing Product or service of high quality is the most important quality of entrepreneurs. Entrepreneurs pay due attention to details and observance of established standards and norms. The result for this study indicates that 94(51.1%), 45(24.2%), 45(24.2%) of respondents rated average (somewhat fair), above average (good) and poor (below average) respectively in their attitude and competency and reported that they bother when things are not done very well, that it is important to them to do a high quality job and they do whatever it takes to complete a job. The chi-square test shows concern for high quality is strongly associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.000)

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m) Efficiency orientation

Efficiency orientation of entrepreneurs refers to the concern for conservation of time, money and effort. The result for this study indicates that 92(50%), 48(26.1%), 44(23.9%) of respondents rated average (somewhat fair), above average (good) and poor (below average) respectively that they find ways to do things faster, it bothers them when time is wasted, find ways to do things for less cost, get the most they can out of the money and have to accomplish a project or task.

The chi-square test shows efficiency orientation is associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.004).

n) Problem solving

This competency deals with the skills necessary to observe the symptoms, diagnose and cure the problems that may an entrepreneur face in business situations. The respondents were provided with multiple statements used to assess the level of this competency; statements used to assess whether the respondents think of unusual solutions to problems, think of many new ideas, think of many ways to solve problems and their flexibility in devising and applying particular problem solving approach. In this regard, 78 (42.4%) of the respondents, rate their competency as average whereas 59 (32.1%) above average and 47 (25.6%) below average.

Management & technical training before the business is strongly associated with this competency (p-value, 0.000). Management training after, is also associated with this competency (p-value, 0.001)

o) Self Confidence

Self-confidence competency deals with not being afraid of the risks associated with business and relying on one's capabilities to successfully manage these.

The respondents were provided with statements such as 'I feel confident that will succeed at whatever I try to do', 'I change my mind if others disagree strongly with me', When trying something difficult or challenging, I feel confident that I will succeed', 'I do things that are risky', and 'I stick with my decisions even if other disagree strongly with me' and asked to rate themselves on these statements honestly on the Likert scale.

Accordingly, 89 (48.4%), 53 (28.8%) and 42 (22.8%) rate themselves as somewhat fair, good and poor in their self-confidence.

The chi-square test shows self-confidence is strongly associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.000)

p) Assertiveness

Assertiveness is one of the most important quality or attributes helpful in entrepreneurial leadership. It deals with conveying emphatically one's vision and convincing others of its value. Majority, 92(50.0%) of the respondents have average level of assertiveness followed by 38(20.7%) and 35(19.0%) of the respondents rated 'well' and 'very little' in this competency.

The chi-square test shows assertiveness is strongly associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.000).Educational qualification is also associated with assertiveness at 5% significance level.

q) Persuasion

This is an entrepreneurial competency of eliciting support of others in the business. With regard to this competency, respondents were asked to rate on statements like 'I get others to support my recommendations', 'I convince others of my ideas', 'I get others to see how I will be able to accomplish what I set out to do', 'I am very persuasive with others', and 'I cannot get people who have strong opinions or ideas to change their minds'.

Accordingly,5(2.7%),38(20.7%),93(50.5%)41(22.3%),7(3.8%) respondents rate themselves 'not at all', 'very little', 'somewhat', 'well' and 'very well' in their competency of persuasion.

The chi-square test shows persuasion is strongly associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.000)

r) Use of influence strategies

Use of influencing strategies is about providing leadership. It is a matter of developing strategies to influence others, spending much time thinking about how to influence others, getting important people to help to accomplish goals, thinking of solutions that benefit everyone involved in a problem in order to reach goals, getting to know people who may be able to help to reach goals. The chi-square test shows use of influence strategies is strongly associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.000). Moreover, the educational qualification is also strongly associated with use of influencing strategies (p-value, 0.001).

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Table 3 : Entrepreneurial competencies of MSEs in Jimma zone, selected districts/towns

Competency Parameters	Not at all	very little	somewhat	well	very well
Opportunity Competency	11 (6%)	37(20.2%)	67(36.6%)	59 (32.2%)	9 (4.9%)
Relationship Competency	4(2.2%)	38(20.7%)	50(27.2%)	69(37.5%)	23(12.5%)
Conceptual Competency	3 (1.6%)	33(17.9%)	71(38.6%)	57(31%)	20(10.9%)
Organizing Competency	5(2.7%)	22(12%)	76(41.3%)	66(35.9%)	15(8.2%)
Strategic Competency	4(2.2%)	83(45.4%)	80(43.7%)	16(8.7%)	
Commitment Competency	4(2.2%)	37(20.1%)	70(38.0%)	48(26.1%)	25(13.6%)
Learning competency	7(3.8%)	35(19.0%)	72(39.1%)	58(31.5%)	12(6.5%)
Initiative	14(7.6%)	37(20.1%)	81(44.0%)	41(22.3%)	11(6.0%)
Persistence	6(3.3%)	49(26.6%)	74(40.2%)	42(22.8%)	13(7.1%)
Information Seeking	5(2.7%)	36(19.6%)	85(46.2%)	45(24.5%)	13(7.1%)
Concern for high Quality	6(3.3%)	39(21.2%)	94(51.1%)	37(20.1%)	8(4.3%)
Efficiency orientation	7(3.8%)	37(20.1%)	92(50%)	36(19.6%)	12(6.5%)
Problem solving	6(3.3%)	41(22.3%)	78(42.4%)	48(26.1%)	11(6.0%)
Self Confidence	12(6.5%)	30(16.3%)	89(48.4%)	45(24.5%)	8(4.3%)
Assertiveness	10(5.4%)	35(19.0%)	92(50.0%)	38(20.7%)	9(4.9%)
Persuasion	5(2.7%)	38(20.7%)	93(50.5%)	41(22.3%)	7(3.8%)
Use of influence strategies	8(4.3%)	34(18.5%)	95(51.6%)	38(20.7%)	9(4.9%)

V. Conclusions

Most of the respondents' age lies between age 19-35 which is according to the categorization of global entrepreneurship monitor (GEM), are young youths (18-24) and older youths (25-34) indicating larger proportion of youth entrepreneurs are operating under the umbrella of micro and small enterprises in Jimma zone.

However, the result of this study indicates that there is high gender gap in the leadership of micro and small enterprises. It also shows that there is a difference in entrepreneurial competencies between those who took management and technical trainings before and after the opening of the business and who didn't and between those who have higher educational qualification with those who have lesser. Moreover, many entrepreneurial competencies are strongly associated with the average time spent by entrepreneurs on business in a week.

The qualitative data reveals however, there is poor opportunity competency, relationship competency, poor strategic competency, poor persistence and poor quality concern among entrepreneurs of the micro and small enterprises of the Jimma zone.

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