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## 5 Abstract

6 Objective: The Objective of this Study is to assess the entrepreneurial competencies of Micro  
7 and Small enterprises of Jimma Zone. Methods: An enterprise based cross sectional study was  
8 done using both quantitative and qualitative methods in three purposively selected  
9 districts/towns of Jimma Zones namely Agaro, Limu Kossa, and Shebe Sombo. A total of 183  
10 entrepreneurs from both Micro and small enterprises were randomly sampled for quantitative  
11 and 16 FGDs and 9 Key informant interviews were conducted to describe and determine the  
12 outcome of interest. The data were analyzed using SPSS 20 and qualitative data was managed  
13 by transcribing verbatim on daily basis. Results: All of the respondents were aged 19 years  
14 and above with mean age of  $26.8 \pm 4.2$ . 71

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16 *Index terms*— describe and determine the outcome of interest.

## 17 1 Prospects of Entrepreneurial Competencies of

18 Micro and Small Enterprise in Jimma Zone, Ethiopia Shabudin Shenura ? , Ashenafi Haile ? & Emmet Negash  
19 ? Methods: An enterprise based cross sectional study was done using both quantitative and qualitative methods  
20 in three purposively selected districts/towns of Jimma Zones namely Agaro, Limu Kossa, and Shebe Sombo. A  
21 total of 183 entrepreneurs from both Micro and small enterprises were randomly sampled for quantitative and 16  
22 FGDs and 9 Key informant interviews were conducted to describe and determine the outcome of interest. The  
23 data were analyzed using SPSS 20 and qualitative data was managed by transcribing verbatim on daily basis.

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

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

33 The qualitative data reveals that there is poor opportunity, relationship, strategy and commitment compe-  
34 tencies among the leaders of MSEs.

## 35 2 I.

36 Background he field of entrepreneurship continues to struggle with the development of a modern theory of  
37 entrepreneurship ??Gartner, 2001). In the past 20 years, the current development of theories of entrepreneurship  
38 have centered on either opportunity recognition ??Gaglio& Katz, 2001; ??aron, 2004). During this time period,  
39 many theoretical insights also came from those in other fields such as economics ??irzner (1979), ??asson  
40 (1982) & a rediscovery of the work of Schumpeter ??1934, ??939). However, despite the attempts of many  
41 entrepreneurship scholars to develop theory in this field there continues to be a lack of consensus about what  
42 constitutes entrepreneurship theory and no generally accepted theory of entrepreneurship has emerged ??Alvarez,  
43 2007). According to Alvarez, this lack of consensus is in large part due to the lack of clarity that entrepreneurship  
44 scholars have about the unstated assumptions of entrepreneurship. As Gartner (2001) suggests we in the field of  
45 entrepreneurship are unconscious about the assumptions that we make in our theoretical perspectives.

46 While different explanations of entrepreneurship have adopted sometimes radically different theoretical  
47 assumptions, most of these concern three central features of entrepreneurial phenomena: the nature of  
48 entrepreneurial opportunities ??Kirzner,1979

### 49 **3 II. The Concept of Entrepreneurship**

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

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

### 56 **4 III.**

### 57 **5 Perspectives for the Study of Entrepreneurship**

58 On a broader plane, entrepreneurial activities have developed in a systematic way for the last two hundred years  
59 since the beginning of the industrial revolution in Europe. One has to bear in mind that no single factor therefore  
60 can be assumed as the only determining variable for studying the phenomenon of entrepreneurship even though  
61 some of the scholars emphasized one or the other factor as the prime factor. Various factors are explained till now  
62 to give a proper analysis of entrepreneurial development. For instance ethical value is said to be the significant  
63 factor for entrepreneurial behavior for Max Weber (1947), minority group moral and status withdrawal is assigned  
64 to be a core principle for entrepreneurial development by ??egan (1964). ??cClelland (1961) emphasized on  
65 psychological need for achievement motivation is responsible for accomplishing entrepreneurial development.  
66 ??ounding (1957) and Hoselitz (1964) argued that it is the political system, which determines the development  
67 of entrepreneurship. For some others new ideas and opportunities, importance of family background are the  
68 important factors that facilitates entrepreneurship. However it is evident from the above that analysis of any  
69 single variable would provide only a partial understanding of entrepreneurship.

70 The theories of entrepreneurship and development are broadly classified into two categories: psychological and  
71 sociological theories of entrepreneurship. ??cClelland (1961) and Hegan (1964) emphasized on the psychological  
72 approach towards the analysis of entrepreneurship whereas Max Weber (1947), Cochran (1967) and Hoselitz  
73 (1964) advocated a sociological explanation for the study of entrepreneurship.

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

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

### 80 **6 MSE's Entrepreneurial Competencies: Conceptual Frame-** 81 **work**

### 82 **7 Result & Discussions a) Firms' Perceived performances**

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

88 Regarding the level of satisfaction enjoyed during the past three years, 67.8%, 73.2%, 71.6% and 66.10% of the  
89 respondents reported that they were moderately satisfied with gross profit margin, net profit from operation, profit  
90 to sales ratio and return on investment respectively. The following figures (figure 1 & 2) shows different degree  
91 of importance their firms attach to each indicators and level of satisfaction respondents indicated respectively.  
92 Moreover, respondents were asked to compare their firms with their counterpart competitors on the grounds  
93 of some selected indicators like sales growth, return on sales, cash flow, and return on investment, net profit,  
94 and growth in market share. Majority of them replied their firms to be about the same with their counterpart  
95 competitors on all of the selected indicators: 52.5% voted "about the same" on sales growth, 56.8% on return on  
96 sales, 48.6% on cash flows, 46.4% on return on investment, 54.6% on net profit and 50.3% on growth in market  
97 share. On contrary, 29%, 29.5%, 30.6%, 26.8%, 29.5%, and 27.9% voted their firms to be moderately lower than  
98 their counterpart competitors on their sales growth, return on sales, cash flow, and return on investment, net  
99 profit, and growth in market share.

100 The following graph depicts perceived performances of their firms as compared to their counterparts.

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

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

## 106 **8 b) Entrepreneurial Competencies**

107 According to Baum & Locke (2004) "Entrepreneurs must also be willing to experiment different strategies in the  
108 pursuit of profitable outcome because it is the entrepreneur's energy, creativity & motivation that trigger the  
109 production of superior product & services". competitors Therefore, entrepreneurship requires certain strategic  
110 skills for profitable functioning. These factors are initiative, see and act on opportunities, persistence, knowing,  
111 concern for high quality of work, commitment to work contract, persuasion, efficiency orientation, systematic  
112 planning, problem solving, self-confidence, assertiveness, use of influence strategies, monitoring and concern of  
113 employee welfare. Entrepreneurial competency thus becomes critical for Micro and Small Enterprises to become  
114 competitive in the globalized world.

115 Entrepreneurs play a very important role for business survival and its success. For the survival and success of  
116 the business entrepreneurs require skills and abilities. Bird (1995) "maintains that entrepreneurial competencies  
117 are defined as underlying characteristics possessed by a person which result in new ventures creation, survival,  
118 and /or growth." Man, Lau& Chan (2002) refer to these competencies as the "total ability of the entrepreneur to  
119 perform this role successfully. Several studies have found positive relationship between existences of competencies  
120 and venture performance". (Kaur & Bains, 2013) The result of this research shows that there is almost somewhat  
121 fair competencies as perceived by the leaders of the enterprises even if the qualitative data indicated very poor  
122 competencies. The details of the quantitative result along with the qualitative result will be discussed thoroughly  
123 on each parameters of entrepreneurial competencies.

## 124 **9 c) Opportunity Competency**

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

136 However, the qualitative data result reveals that many leaders of the micro and small enterprises spent no  
137 time looking for opportunities that may arise in their surroundings. One FGD participant said Meaning most  
138 of them spent most of their time chewing khat and don't bother to look for and utilize the opportunities. If  
139 someone possesses, one business he/she belches out of satisfaction; easily satisfies" Group laughing? Moreover,  
140 from the quantitative result, we have come to know that opportunity competency of the leaders were affected by  
141 such factors as sex, start-up experience, training, and education. There is strong association between opportunity  
142 competency and the above variables. There is also positive association of this competency with average time  
143 leaders of micro and small enterprises spend on business in a week.

## 144 **10 d) Relationship Competency**

145 According to Kaur & Bains, (2013), it possesses and uses good interpersonal and communication skills, ability  
146 to influence others and gain support. A key success factor for an entrepreneur has been found to be his or her  
147 capabilities to work with others such as employees, business partners, family, friends, customers and so forth.  
148 42 (22.9%) rated their ability to develop longterm trusting relationships with others, negotiate with others,  
149 interact with others, maintain a personal network of work contacts, understand what others mean by their words  
150 and actions, communicate with others effectively below average whereas 50(27.1%) and 91(50%) rated their  
151 competency of relationship as average and above average respectively.

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

## 11 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

## 12 ”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

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.

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 (pvalue, 0.036) indicating as educational qualification of the respondents increase, the more likely of this competency to increase.

## 13 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 (pvalue, 0.002). The respondents’ average time spent on the business is also associated with this competency (pvalue, 0.004).

## 14 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 ??) 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

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214 adopt a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities. The  
215 majority, 87(47.6%) rate themselves as being poor (below average) competencies of this kind. Similarly, the  
216 qualitative data reveals that the majority of discussants in focus group discussion (FGD), reported that this  
217 competency is very poor in almost all micro and small enterprises. They tried to justify their argument by  
218 indicating that no enterprise has written plan, clearly written vision and mission. In addition, the participants  
219 also comment on how the enterprises deal with their counterpart competitors indicating its position as being the  
220 lowest.

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

## 224 **15 Commitment Competency**

225 It demonstrates strong motivation to compete, drive to see venture through to fruition, capacity to make an  
226 impact and dedication. According to Zimmerer & Scarborough, 2013, out of frequently exhibited characteristics  
227 of entrepreneur, high degree of commitment occupy the most important place. They state that entrepreneurship  
228 is hard work and launching a company successfully requires total commitment from an entrepreneurs. Most  
229 entrepreneurs have to overcome seemingly insurmountable barriers to launch a company and to keep it growing.  
230 70 (38.0%), perceive that the do have average ability of dedicating to make the venture work whenever possible,  
231 and refuse to let the venture fail whenever appropriate, possess an extremely strong internal drive, commit to  
232 long-term business goals. In addition, they reported they do have somewhat fair capability of giving much effort  
233 to their work, working long hours and making personal sacrifices to complete jobs on time. When doing a job  
234 for someone, they make a special effort to make sure that person is satisfied with their work, do not let their  
235 work interfere with family or their personal life, maintain a high energy level, and motivate self to function at  
236 optimum level of performance.

## 237 **16 h) Learning competency**

238 Learning competency is the ability of directing and utilizing their skills to be more successful in recognizing and  
239 adapting to the changing roles of entrepreneurs. The quantitative data reveals that majority of the respondents,  
240 72 (39.1%), perceive that they do have average level of ability and attitude to learn from a variety of means,  
241 learn proactively, learn as much as they can in their field, keep up to date in my field, apply learned skills and  
242 knowledge into actual practices, respond to constructive criticism, prioritize tasks to manage time, identify own  
243 strengths and weaknesses and match them with opportunities and threats, manage own career development,  
244 recognize and work on my own shortcomings, favor a strong emphasis on research and development, technical  
245 leadership, and innovation. But on the same ability and attitude, 70(42.0% & 42 (22.8%) rated above & below  
246 average respectively.

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

## 250 **17 i) Competency of Initiatives**

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

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

## 261 **18 j) Competency of Persistence**

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

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

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

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

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

### 277 **19 k) Competency of Information seeking**

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

### 287 **20 l) Concern for high Quality**

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

### 295 **21 m) Efficiency orientation**

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

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

### 303 **22 n) Problem solving**

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

310 Management & technical training before the business is strongly associated with this competency (pvalue,  
311 0.000). Management training after, is also associated with this competency (p-value, 0.001)

### 312 **23 o) Self Confidence**

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

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

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

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

### 323 **24 p) Assertiveness**

324 Assertiveness is one of the most important quality or attributes helpful in entrepreneurial leadership.

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325 It deals with conveying emphatically one's vision and convincing others of its value. Majority, 92(50.0%) of  
326 the respondents have average level of assertiveness followed by 38(20.7%) and 35(19.0%) of the respondents rated  
327 'well' and 'very little' in this competency.

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

## 331 **25 q) Persuasion**

332 This is an entrepreneurial competency of eliciting support of others in the business. With regard to this  
333 competency, respondents were asked to rate on statements like 'I get others to support my recommendations', 'I  
334 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  
335 very persuasive with others', and 'I cannot get people who have strong opinions or ideas to change their minds'.

336 Accordingly,5(2.7%),38(20.7%),93(50.5%)41(22. 3%),7(3.8%) respondents rate themselves 'not at all', 'very  
337 little', 'somewhat', 'well' and 'very well' in their competency of persuasion.

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

## 340 **26 r) Use of influence strategies**

341 Use of influencing strategies is about providing leadership. It is a matter of developing strategies to influence  
342 others, spending much time thinking about how to influence others, getting important people to help to accomplish  
343 goals, thinking of solutions that benefit everyone involved in a problem in order to reach goals, getting to know  
344 people who may be able to help to reach goals. The chi-square test shows use of influence strategies is strongly  
345 associated with the average time respondents (leaders of enterprises) spend on their businesses (p-value, 0.000).  
346 Moreover, the educational qualification is also strongly associated with use of influencing strategies (p-value,  
347 0.001). V.

## 348 **27 Conclusions**

349 Most of the respondents' age lies between age 19-35 which is according to the categorization of global  
350 entrepreneurship monitor (GEM), are young youths (18)(19)(20)(21) ??22)(23) ??24) and older youths  
351 (25)(26)(27)(28)(29)(30)(31) ??32)(33)(34) indicating larger proportion of youth entrepreneurs are operating  
352 under the umbrella of micro and small enterprises in Jimma zone.

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

358 The qualitative data reveals however, there is poor opportunity competency, relationship competency, poor  
359 strategic competency, poor persistence and poor quality concern among entrepreneurs of the micro and small  
360 enterprises of the Jimma zone. <sup>1 2 3 4 5</sup>

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<sup>5</sup>BProspects of Entrepreneurial Competencies of Micro and Small Enterprise in Jimma Zone, Ethiopia



Figure 1:

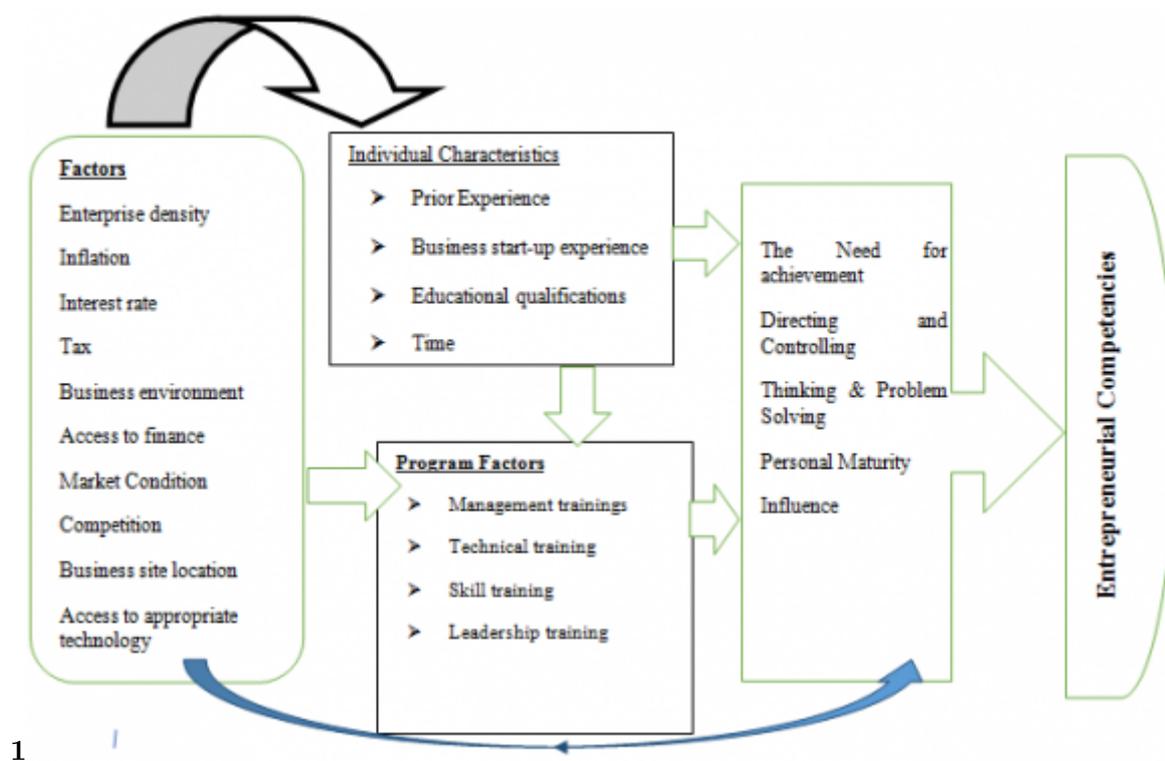


Figure 2: Figure 1 :

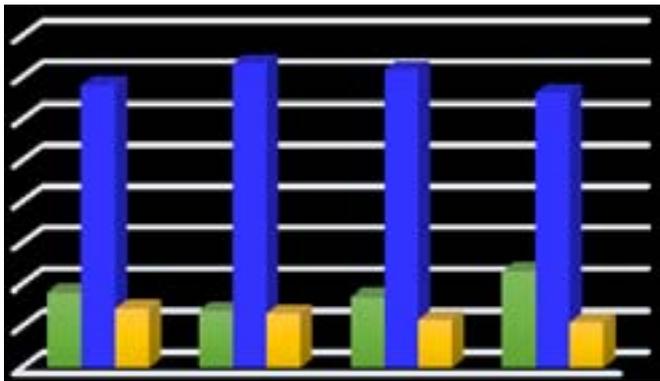
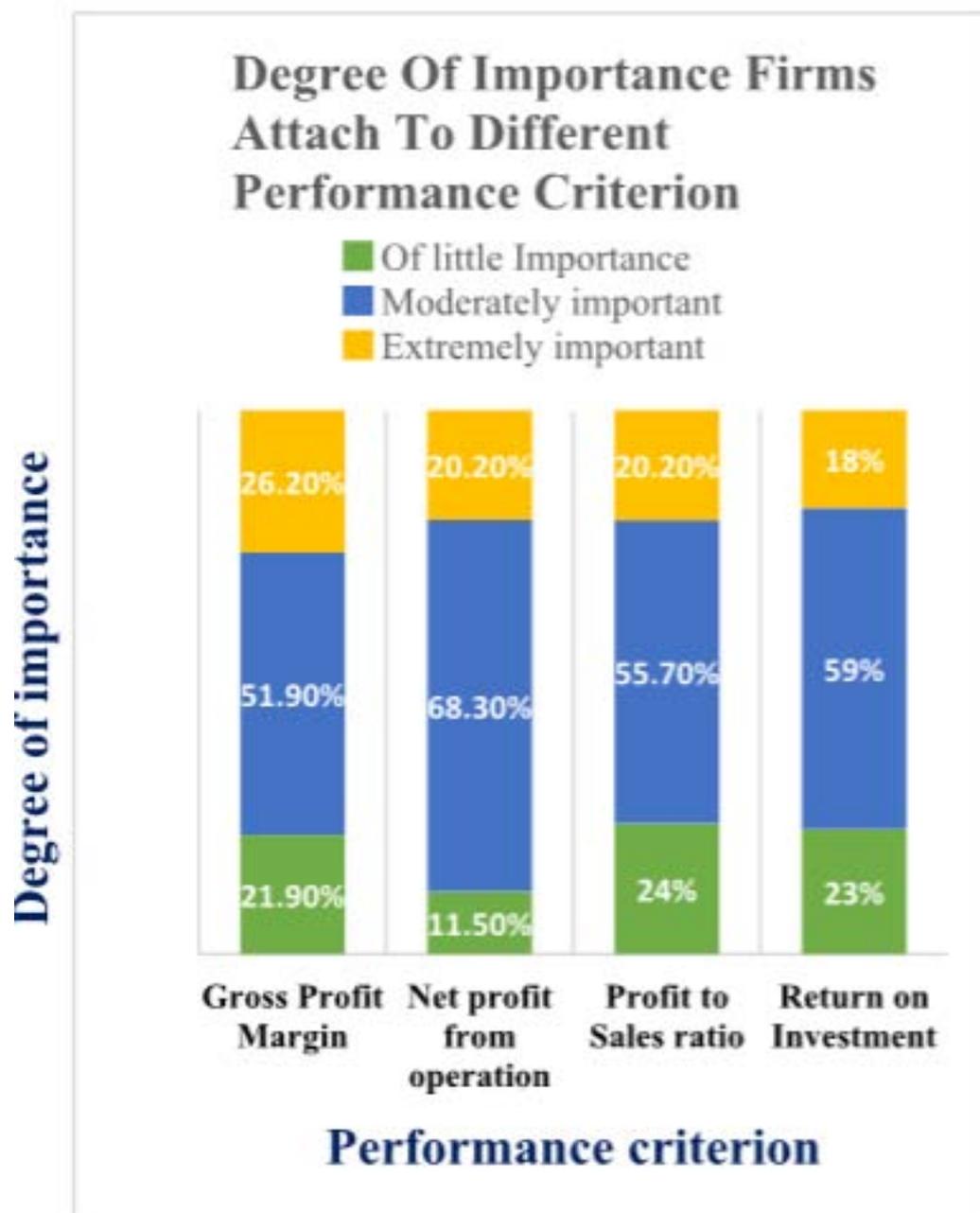


Figure 3: B



3

Figure 4: Figure 3 :

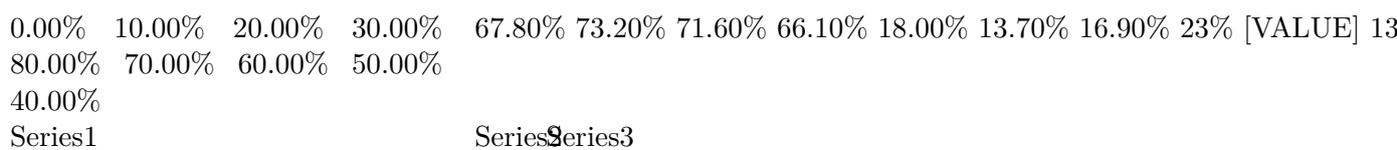


Figure 5: Level of satisfaction Performance criterion Level Of Satisfaction Enjoyed By Firms During The Last Three Years On Different Performance Criterion

**3**

Competency Parameters	Not at all	very little	somewhat	well	very well
Opportunity	11 (6%)	37(20.2%)	67(36.6%)	59 (32.2%)	9 (4.9%)
Relationship	4(2.2%)	38(20.7%)	50(27.2%)	69(37.5%)	23(12.5%)
Conceptual	3 (1.6%)	33(17.9%)	71(38.6%)	57(31%)	20(10.9%)
Organizing	5(2.7%)	22(12%)	76(41.3%)	66(35.9%)	15(8.2%)
Strategic	4(2.2%)	83(45.4%)	80(43.7%)	16(8.7%)	
Commitment	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%)

Figure 6: Table 3 :



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