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St. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**FACTORS AFFECTING THE PERFORMANCE OF WOMEN
ENTERPRENERS IN SMALL AND MICRO ENTERPRISES IN KIRKOS
SUBCITY, ADDIS ABABA.**

*A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
STUDIES IN THE MASTER OF BUSINESS ADMINISTRATION*

BY

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JUNE, 2023

ADDIS ABABA, ETHIOPIA

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

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BY BEREKET HAILU

This is to certify that the thesis prepared by Bereket Hailu, entitled: Factors Affecting the Performance of women entrepreneurs in Micro and Small Enterprises in Kirkos sub-city, Addis Ababa and submitted in partial fulfillment of the requirements for the Degree of Master of Business administration with the regulations of the University and meets the accepted standards with respect to originality and quality.

APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I hereby declare that this MBA is my original work and has not been presented for a degree in any other university, and all sources of material used for this thesis have been duly acknowledged

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ABSTRACT

This study identifies the major factors affecting the performance of women Entrepreneurs in MSEs. Specifically, researcher tries to examine the effect of credit, the effect of saving, to determine the effect of training, to determine the impact of the social capital on the women entrepreneurs' performance. The study was designed to assess the major Microfinance factors that affect the performance of women entrepreneurs in MSEs in Kirkos sub-city. To achieve this objective, the researcher employed a mixed research approach, descriptive and explanatory techniques were used. The population of the study consisted of 2244 women entrepreneurs who work in 5 sectors of MSEs. A sample of 225 women entrepreneurs engaged in 5 sectors was taken for the study using Stratified and Simple random sampling. In the process of answering the basic Questions, a questionnaire that include characteristics of women entrepreneurs and their enterprises, factors that affect the Performance of women entrepreneurs in MSEs and the challenges they face are designed in a Both closed ended , open-ended survey questionnaire, and semi-structured interview were used as data collection tools And likert scales. After the data has been collected, it was analyzed using descriptive statistics (mean and standard deviations) and multiple linear regressions were used for data analysis. The findings of the study show that, there exists multiple linear and positive significant ranging from substantial to strong relationship was found between independent and dependent variable. Moreover, the selected independent variables were significantly explaining the variations in the dependent variable at 5% level of significance Thus, the result of the study indicates that credit access; saving mobilization and training were found to be statistically significant in contributing for women entrepreneurs' performance. These findings indicates that preparing infrastructure for easy credit access should be given due attention alongside its related orientations on how to use the credit and saving promotion among women entrepreneurs to improve their performance.

Key words: *Women entrepreneurs', performance, credit factor, training factor, social factor, saving factor*

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LIST OF ACRONYMS

AACMSEDA	Addis Ababa City Administration Micro and Small Enterprise Development Agency
APEC	Asian Pacific Economic Cooperation
BDS	Business Development Services
CEFE	Competency Based Economies Through formation of Enterprises
ECSA	Ethiopian Central Statistics Authority
EWEF	Ethiopian Women Exporters Forum
FDREPCC	Federal Democratic Republic of Ethiopia Population Census Commission Government Organization
HASIDA	Handicraft and Small Scale Industries Development Agency
ILO	International Labor Organization
MoTI	Ministry of Trade and Industry
MoWUD	Ministry of Works and Urban Development
MSE	Micro and Small Enterprises NGO Non- Government Enterprises
OECD	Organization of Economic Corporation and Development
SDCs	Skill Development Centers
SMIDEC	Small and Medium Industries Development Corporation
TVET	Technical and Vocational Education and Training
UNECE	United Nations Economic Commission for Europe
UNESCO	United Nations Education, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
WEA	Women Entrepreneurs Association

CHAPTER ONE

INTRODUCTION

This chapter addresses the introductory part of the research. It basically includes background of the study, statement of the problem, Basic Research Question, objective, scope, significance and limitations of the study.

1.1 BACKGROUND OF THE STUDY

It is widely accepted that the micro and small enterprise (MSE) sector has the potential

To provide a livelihood for a considerably large number of people in least developed countries such as Ethiopia. In Ethiopia, microenterprises specifically, are generally considered to be the domain of poor, rural and urban women. Different studies confirm that women in Ethiopia are engaged in a wide variety of economic activities and that their income from such activities has been and continue to be pivotal to the survival of poor families. In the face of rapid demographic changes and various environmental and economic crises, women's microenterprises have become necessary fallback alternatives and safety nets for many households both in rural and urban areas. The incidence of female-headed households which, for various reasons, is steadily increasing makes such households almost entirely dependent on the female household heads as the sole income-earners (Analysis of Women's IGA, 2015). Nonetheless, the MSE sector in Ethiopia appears to be fraught with a number of constraints that stifle its rapid growth and development as a means of overcoming poverty and unemployment. It is especially recognized

In this period of globalization of world trade, an increasing role is being assigned to the private sector in many developing countries. In parallel to, and as part of this shift, there has been the emergence of the micro and small-scale enterprise¹ (MSE) sector as a significant component in economic development and employment. In many countries this sector with both its informal and formal components has increasingly been seen as a means of generating meaningful and sustainable employment opportunities, particularly for those at the margins of the economy women, the poor and people with disabilities (ILO, 2020).

While the MSE sector is expanding in the majority of countries throughout the world in many cases creating markets and quickly adapting to the ever-changing needs of global consumers. It is clear that these smaller enterprises face particularly severe competition as many of them operate at the margins of the formal economy with far less resources to hand than the larger global players. In addition, micro and small enterprises have tended to suffer from a “scale bias” under national and regional industrial and enterprise development policies that are not always supportive (ILO, 2021). For example, universally in relative MSEs face the additional burdens of procedural and administrative problems relating to registration, licensing, formalization and resource acquisition, in terms of their access to and management of finance, space, land and people.

When we come to Addis Ababa, it is one of the regions in which many women are found. According to the Federal Democratic Republic of Ethiopia’s Population Census Commission (FDREPCC, 2014) of the 2,739,551 total population of Addis Ababa city, 1,434,164 are females. More than half of these females are within the age category of 15-59 years which is considered as a productive age. Though the region is enriched by this greater and productive number of women, it seems that it does not utilize them as expected quality as well as quantity wise. One reason might be similar to that of the country as a whole, which is underutilization of women’s potential. In order to make the country, the city and women themselves beneficiaries of this great potential, appropriate measures should be taken to reduce the bottlenecks/challenges that women entrepreneurs in MSEs encounter. When we come to Kirkos sub-city, it is one of the regions in which many women are found. According to the Federal Democratic Republic of Ethiopia’s Population Census Commission (FDREPCC, 2014) of the 221,234 total population of Kirkos sub-city, 117,734 are females. MSEs Office shows that more than 3,500 women entrepreneurs are found in the sub-city who are working in MSEs .Like the city as a whole, women entrepreneurship problems are tremendous in Kirkos too. To take appropriate measures for these problems, knowing the factors associated with the problems is a precondition for a problem well stated is half solved. Therefore, the aim of this research is to identify the major factors that affect the performance of women entrepreneurs in MSEs in Kirkos sub-city in running their own businesses and recommend the appropriate measures to be taken.

1.2 Statement of the problem

As mentioned in the introduction above, there are a large number of women in Addis Ababa. But the city administration does not yet exploit them very well to contribute a lot for economic development. There are so many obstacles let see some empirical evidences. For example, Gemechis (2017) and ILO (2019) stressed that entrepreneurs are surrounded by a number of challenges .This forces entrepreneurs in MSEs not to contribute lot to the poverty reduction of the sub-city, region and the country as a whole.

This study is different from those researchers discussed above in that their focus areas were in all entrepreneurs regardless of their sex. Besides, they did not see the factors with respect to the different Credit, Saving, Social Capital and Training matters. This study specifically emphasis on factors that affect the performance of women entrepreneurs in MSEs particularly in kirkos sub-city. Women entrepreneurs in poor countries suffer from gender discrimination in society and laws, underdeveloped enterprise culture, inadequate support system for businesses and underdeveloped markets and infrastructure. Generally, women-owned businesses are concentrated in the low growth segment, face constraints such as poor access to finance, lack of business development services and business networks, limited exposure to business management experience and the challenges of juggling business with household and family responsibilities (Desta Solomon, 2020). Even though women entrepreneurs in MSEs account the greatest proportion of total entrepreneurs in the country as a whole and in Kirkos sub city in particular, there is an acute shortage of studies conducted with a specific objective of analyzing the problems of enterprises operated by women in terms of personal and organizational-related challenges Credit, Saving, Social Capital and Training. This study is deemed to fill the gaps by identifying specific factors that are responsible for resilience in MSEs operated by women entrepreneurs, and shade light on women specific differentials that affect their performance.

1.3 Basic Research Question

1.3.1 Specific Research Questions

The supports given by different heads and training institutions to MSEs are assessed. This research attempts to answer the following research questions.

1. What are the credit factors that affect the performance of women entrepreneurs?
2. What are the training factors that affect the performance of women entrepreneurs?
3. What are the social capital factors that affect the performance of women entrepreneurs?
4. What are the saving factors that affect the performance of women entrepreneurs?

1.4 Objective of the study

1.4.1 General Objectives

Generally, this study is designed to assess the major Microfinance factors affecting the performance of women entrepreneurs in MSEs in Kirkos sub-city.

1.4.2 Specific Objectives

It is intended to assess the following factors

1. To determine the credit factors that affecting on the performance of women entrepreneurs.
2. To determine the training factors that affecting on the performance of women entrepreneurs.
3. To determine the social capital factors that affecting on the performance of women entrepreneurs.
4. To determine the saving factors that affecting on the performance of women entrepreneurs.

1.5 Significance of the study

Women should create their own jobs and become entrepreneurs since opportunities of getting employment in either government or non-government or private organization is currently almost declining (Gemechis, 2007). This is possible only if the barriers of women entrepreneurs are solved .Generally, the findings of this study will be useful to the stakeholders including:

- i. Governmental policy makers: The government can use the findings of this study to assist in policy formulation and development for a framework in terms of personal and organizational-related challenges, economic, social/cultural, and legal/administrative and other factors that affect the performance of women entrepreneurs in MSE. Moreover, the findings of this study will help the policy makers and other institutions how to encourage establishing or expanding women entrepreneurs in MSEs. It also enables them to know what kind(s) of policies should be framed.
- ii. Micro and small enterprises: The findings of this study will help MSE in Kirkos sub-city and others, within an insight into the benefits of using different factors studied in this research to predict the factors that affects the performance of women entrepreneurs in MSEs.
- iii. Academics/Researchers: Findings from this study will assist Academicians in broadening of the prospectus with respect to this study hence providing a deeper understanding of the critical factors that affect the performance of women entrepreneurs in MSEs.

1.6 Scope of the Study

The study was conducted on women entrepreneurs whose business is operating in Kirkos sub-city. . The study was conducted in the last nine months starting from January 2023. The study focuses on identifying and addressing Credit, Training, Social Capital and Savings factors that affecting women entrepreneurs in micro and small enterprise here in Kirkos sub-city .The focus of the study is women entrepreneurs having a variety of activities spread across major sectors of the economy. The scope of the study is to know supports sought by women entrepreneurs in Kirkos sub-city.

1.7 Limitations of the study

Like all research, this study had some limitations. The sources of difficulties encountered in this study were described as follows: most of the documents that are focused on micro and small enterprises are written in Amharic. To translate in to the required instruction language (English) takes longer period. Another problem encountered in the study has to do with the operator's unwilling to cooperate due to suspicion that disclosing information may lead to negative effect on their business. It is very important to note that these limitations did not have any significant interference with the outcome of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter revises the different literatures written in the Factors Affecting the Performance of Women Entrepreneurs in MSEs, Theoretical Underpinnings, Overview of women entrepreneurs in Ethiopia, Empirical Framework, Microfinance and women entrepreneurs' performance.

2. Theoretical Underpinnings

Evidences from literature show that adequate credit aids entrepreneurship performance (Gatewood et al., 2014; Kuzilwa, 2015; Lakwo, 2017; Martin, 2013; Ojo, 2019; Peter, 2011). The result of such credit assistance to entrepreneurs, especially women, is often seen in improved income, output, investment, employment and welfare of the entrepreneurs (Kuzilwa, 2015; Lakwo, 2017; Martin, 1999; Peter, 2011). Credit had positive impact on business performance of entrepreneurs in Kenya (Peter, 2011), income and wellbeing of women in Uganda (Lakwo, 2017).

Savings acts as insurance for credit since women entrepreneurs lack physical collaterals (Akanji, 2016; Mkpado & Arene, 2017; Versluysen, 2012). Savings has been found to have positive effect on enterprise productivity in Nigeria (Ojo, 2019). Credit, savings and training were found to have positive impact on women entrepreneurs' income and wellbeing in Haiti, Kenya, Malawi and Nigeria (UNCDF/UNDP, 2017).

Savings and credit was also found to have positive effect on women entrepreneurs' wellbeing in Bangladesh, Indonesia, Ghana and Mexico (Vonderlack & Schreiner, 2017). Equally suggested by literature is the fact that credit and training should go together, however little the training may be (Ibru, 2019; Kuzilwa, 2015). Skill training is necessary to provide the needed entrepreneurial skill for small business start-up while business or management training provides the needed managerial competence for routine and corporate decisions (Cunha, 2017; Jill et al., 2017; Robinson & Malach, 2014; Ying, 2018).

As such, training had positive impact on women entrepreneurship performance in Nigeria, Ghana, USA, Tanzania and Canada respectively (Ibru, 2019; Cheston & Kuhn, 2012; Jill et al., 2017; Kuzilwa, 2015; Reavley & Lituchy, 2018). Women entrepreneurs, especially in developing countries, lacked social connections that are a source of credit and market information (Olomola, 2012), whereas social capital has been found to have positive impact on the performance of women entrepreneurs (Brata, 2014; Lawal et al., 2019; Mkpado & Arene, 2017; Olomola, 2012).

2.1 An overview of women entrepreneurs in Ethiopia

According to Schorling (2016), ILO (2016) in Ethiopia the idea of Micro & Small Enterprises (MSEs) development emerged as a promising agenda in the 1980's. A variety of reasons have been cited for the surge of interest in MSEs development, like: MSEs are a better way for poverty reduction. It is a platform for sustainable development and productivity. MSEs are important actors within the trade sector and a platform for economically empowering women and men.

The MSE sector plays an important role in providing people with livelihood and income generating opportunities, providing income and services to people who cannot get employment in the formal sector. In November 2007 the Ethiopian Ministry of Trade and Industry has Published the "Micro and Small Enterprises Development Strategy", which enlightens a systematic approach to alleviate the problems and promote the growth of MSEs. Elements of the program include measures with regard to creating an enabling legal framework and streamlining regulatory conditions that hinder the coming up of new and expansion of existing MSEs. In addition specific support programs also include measures related to facilitating access to finance, provision of incentives, promotion of partnerships, training, access to appropriate technology, access to market, access to information and advice, and institutional strengthening of the private sector associations and chamber of commerce.(ILO,2013). The following definition of MSE is from the Ethiopian Ministry of Trade and Industry (2017) is used to categorize the sector for the purpose of the strategy: Micro Enterprises are those small business enterprises with a paid-up

Capital of not exceeding Birr 20,000, and excluding high technical consultancy firms and other high-tech establishments. Small Enterprises are those business enterprises with a paid-up capital of above 20,000 and not exceeding Birr 50,000, and excluding high technical consultancy firms and other high tech establishments. The Micro and Small Enterprises Sector is described as the national homes of entrepreneurship. It provides the ideal environment enabling Entrepreneurs to exercise their talents to the full and to attain their goals. In comparison with other countries it is known that in all the successful economies, MSEs are seen as a springboard for growth, job creation and social progress at large.

A national survey conducted by the Ethiopian Welfare Monitoring Unit as cited in Eshetu and Zeleke (2018) shows that women entrepreneurs in Ethiopia are not provided with adequate policy related and strategic support from the national government, and that the promotion of vibrant SMEs should be one of the most important priority strategies for empowering women, addressing abject poverty and unemployment in Ethiopia. Businesses and enterprises operated by women contribute for economic dynamism, diversification, productivity, competition, innovation and economic empowerment of the poorest of the poor. Historically, there has been a well-established tradition of women being involved in small businesses and enterprises. However women's entrepreneurship has gained the attention of economic planners and Policy makers, particularly in developing countries in Ethiopia. Although the national government has come to acknowledge that supporting enterprises operated by women promotes gender equality and economic empowerment, the majority of enterprises operated by women face difficulty in terms of access to finance, resources, business skills and institutional support from the national government Ethiopian (Ministry of Trade and Industry of Ethiopia, 2013; National Bank of Ethiopia, 2012; Negash & Kenea, 2013). The studies stressed that SMEs owned or operated by women in Ethiopia survive against tremendous odds of failure. While it is true that the predominant image of the "Ethiopian woman entrepreneur" is one of poor women trying to survive, there are other profiles. One is of the woman who has, because of higher education and better access to economic and resources, been able to grow her micro enterprise into the small enterprise category (Hadiya, 2018; ILO, 2013). According to Hadiya, these women believe they are the most neglected category of women entrepreneurs because they do not have institutional

credit or other support services available to them. These women have outgrown the micro finance system and yet are not able to borrow from banks. The other profile is of the woman who, because of her higher education, previous work experience, and better economic Circumstances, has access to the financial and other resources needed to start and grow larger enterprises. Members of the Ethiopian Women Exporters' Forum (EWEF) are illustrative of this group, although even members of the EWEF complain about inadequate access to Commercial bank loans to meet their working capital needs because of the rigid requirement for collateral guarantees (which they often cannot meet). Research has shown that it is possible for women to make the transition from a micro to a small enterprise under the right circumstances.

The ILO (2013) study of women in growth enterprises found that 70 per cent of the women entrepreneurs currently engaged in small enterprises had started them as micro-enterprises and grown them over time. Eshetu and Zeleke (2018), ILO (2013) also identified that the following are the main challenges that women entrepreneurs in Ethiopia face in a sequential order from very sever to least important. Difficulties in obtaining loan from commercial banks and failure of business or bankruptcy are among the main challenges that women entrepreneurs in Ethiopia. Following that the entrepreneurs face challenges of failed to convert profit back into investment and they have shortage of technical skills. In addition to these, their poor skill of management and low level of education are taken as the main obstacles that Ethiopian women Entrepreneurs face. Furthermore, ILO (2013) found that lack of suitable location or sales outlet; stiff competition; low purchasing power of the local population; lack of marketing knowhow; seasonal nature of the business; lack of market information; inadequate infrastructure; shortage of time (due to multiple tasks); shortage of raw materials; Shortage of working capital are constraints of women entrepreneurs in Ethiopia. A study conducted by ILO (2018) in Ethiopia, the United Republic of Tanzania and Zambia identified that, women entrepreneurs do not have the same access to networks as men; women entrepreneurs have difficulties accessing premises due to, among other things, a lack of property and inheritance rights; women' slack of access to titled assets that can be offered as collateral for loans adversely affects the growth of their enterprises; women entrepreneurs lack access to formal finance and rely on loans from family and community; women entrepreneurs tend to be grouped in particular sectors, particularly food

processing and textiles; business development service providers do not give adequate time or effort to target women entrepreneurs – they do not offer flexible arrangements in respect of the timing and location of service delivery; Women often experience harassment in registering and operating their enterprises. In spite of the enormous importance of the micro, small and medium enterprises (MSME) sector to the national economy with regards to job creation and the alleviation of abject poverty among impoverished women in Ethiopia, the degree of recognition and strategic support provided to the sector is grossly inadequate.

Three successive governments that were in power since 1960 have failed to improve the plight of women entrepreneurs in Ethiopia (Ethiopian Welfare Monitoring Unit, 2012). Although several economists have argued that the promotion of women entrepreneurs is a prerequisite for overall economic growth and the alleviation of poverty, women entrepreneurs in Ethiopia have not been provided with meaningful assistance from the national government of Ethiopia in terms of recognition, access to finance and skills required for operating small businesses and enterprises profitably and efficiently. Intervention strategies that are meant to address inefficiency in the sector are often irrelevant, half-hearted and grossly inadequate in terms of resources that are essential for optimal performance and utilization of resources. Although the MSME sector in Ethiopia provides livelihood to 49% of all employed women in Ethiopia, the strategic support it receives from the national government has been minimal (Abegaz, 2014; Abera, Hailu & Solomon, 2012; Admassie & Amha, 2014; Ageba & Amha, 2016; BESO, 2014). The plight of destitute women has been significantly improved due to MSMEs in countries such as Bangladesh, Singapore, Japan, China, South Korea, Taiwan and Malaysia. In Sub-Saharan Africa, some measure of success has been achieved in South Africa, Botswana and Mauritius. The success achieved in each of the above countries is mostly attributed to support to MSMEs in terms of policy, respect for the basic rights and needs of women, the availability of resources such as finance, good infrastructure, skills and appropriate technology and an enabling macro-economic environment for attracting international investors. According to Rahel (2014) and Rahmato (2014), small businesses and enterprises constitute the only livelihood available to the majority of impoverished women in Ethiopia. Women depend on MSMEs as a source of livelihood essentially because national governments fail to meet their requirements for survival and entrepreneurial aspiration. economic have actively engaged and earn their livelihood in small

enterprisers where government policies, regulations, owners business skills, availability of finance, appropriate business trainings, and market matter most for their survival. Surveys conducted by the World Bank (2015), the World Trade Organization (2012), the Ministry of Finance and Economic Development of Ethiopia (2012), women entrepreneurs in Ethiopia initiate new businesses and enterprises at a rate twice as fast as men, and that they find it harder at the outset to grow their business to the next higher level. Survival of a business firm is defined as the ability of the firm to continue its operation and remain in business during a certain period of time in a competitive market. Kebede (2012) has shown that only one in three small businesses survive to their third anniversary, and that the likelihood of survival of small firms operated by women entrepreneurs is closely associated with the degree of support given to women in terms of access to finance, improved skills and an enabling macroeconomic environment.

2.2 Empirical Framework of women entrepreneurs

Small enterprises act as a vital player for the economic growth, poverty alleviation and rapid industrialization especially in developing countries. They play a significant role in developing country's economic growth, employment generation and accelerate industrialization (Rahman & Alam, 2013). However, their success is highly dependent on the microfinance institutions commitment; women entrepreneurs are also majorly own these small businesses. Microfinance is defined as an instrument that provides financial services to needy poor society to very poor self-employed ones (Ojo, 2019). Ojo also explains that microfinance has been launched as an economic development tool proposed to benefit low-income sections of the society. It provides financial services to low income customers especially women, including the self-employed and encourages entrepreneurship. Shane (2013) also defines entrepreneurship as an activity that involves search, assessment and utilization of alternatives available to introduce new goods and services, which had not previously in service or existed. However, it has many constraints.

2.2.1 Factors that affect women entrepreneurs in MSEs

Women entrepreneurs have various impediments in their business activities. The proportion of women entrepreneurs who expect pioneering potential in the early age of their businesses is high in low-income countries (Allen et al., 2017). Studies identified different Factors of women entrepreneurs such as lack of credit, training, saving and social capital. These Factors tend to inhibit potential entrepreneurs entering to business activities. And in turn, Factors tend to limit growth of small businesses by confining them in terms of scale and scope of operation. Moreover, Rahman and Alam (2013) states that women entrepreneurs encounter different obstacles from their family, society and within the business including capital inadequacy, lack of business experience, shortage of inputs of production or business, and market access problems to sell their products or services and buy raw materials. Accessing credit service is the most Factors to the development and growth of small and micro enterprises especially for women business and very poor households because lenders need more collateral for hedging borrowers' riskiness (Mwangi & Ouma, 2017). Borrowers lack the collateral that lenders demand, and they have information asymmetry. Mwangi & Ouma also state that the dearth of information about borrowers and lack of collateral assets relentlessly Factors access to credit even if borrowers are willing to pay prevailing credit interest rates. Thus, various evidences show that such borrowers may then be forced to limit their investments to retained earnings thereby restricting enterprises growth and development. Jain (2019 as cited in Rudd, 2011) states that the poor borrowers, as an option, use credit access from informal sources at very high interest rate, which makes the vicious circle of poverty to persist. Ekpe et al. (2013) links credit with training. However, other studies (Loice and Razia, 2013) also consider saving as important Factors for women entrepreneurs because saving mostly serve as prerequisite for accessing credit from microfinance institutions; it can serve as collateral. Other studies, (e.g. Bauernschuster et al., 2012) are also exclusively focused on social capital and argue that social capital (network diversity, network size and bonding) helps entrepreneurs to triumph over resource Factors. They also explained that social capital is highly necessary in small communities where there is a lack of market-oriented institutions; this actually works in less developed countries.

2.2.2 The performance of women entrepreneurs in MSEs

Women Entrepreneurs in MSEs are important to almost all economies in the world, but especially to those in developing countries and, within that broad category, especially to those with major employment and income distribution challenges. On what we may call the “static” front, women Entrepreneurs in MSEs contribute to output and to the creation of “decent” jobs; on the dynamic front they are a nursery for the larger firms of the future, are the next (and important) step up for expanding micro enterprises, they contribute directly and often significantly to aggregate Savings and investment, and they are involved in the development of appropriate technology. In an increasingly international marketplace, many companies are finding that prosperity is best achieved from specialization, as opposed to diversification.

While the majority of the world’s largest companies continue to provide multiple services to numerous markets, they now purchase many components and goods from smaller companies that serve one particular niche. As the global marketplace continues to develop, women entrepreneurs in MSEs provide an effective tool for economic growth through participation in global supply chains (World Bank, 2015).

In sub-Sahara Africa, a review was done on the features of entities where it was shown that a number of micro firms that are small operated via the informal sector (Stevenson and Stonge, 2015) for women there was a preference for hair making, food vending, garment tailoring and merchandise running in wholesale and retail.

MFIs have widely been recognized as the major source of employment for many households in developing countries. With effort to explain how small micro enterprises have managed to upgrade their performances, analysis on their aspects and their attributes had to be carried out. Their potential to reduce poverty levels by causing a significant impact to the growth of economies is achieved only if they expand Sonobe et al. (2012). Over time, in attempt to explain the dynamics of entrepreneurship behavior in reference to entrepreneurial theories, an entrepreneur has been concluded as a person determined to increase their investments where they venture although an entrepreneur is also defined as a person quickens growth of enterprises by inventing new strategies. Many women from all levels of income are becoming entrepreneurs

and many of them are even venturing into setting up micro enterprises. This has led to fewer men in the micro enterprise sector despite them being the majority over the past because studies show that these women operated their enterprises so well that they were able to provide job opportunities for the members of the society and maximize their income at the same time.

Micro Financial institutions that are women owned in the third world nations have been put to place. Apparently, Gikonyo et al. (2016) explains that women owned enterprises can only be successful if the entrepreneurs get entrepreneurial training on management of enterprises, affordable loans availability and support from their family members. Expansion and growth of the enterprises were hindered due to access to affordable credit which is the critical determinant (Marti and Mair, 2019). It is also important to note that the World Bank (2019) faced this as one of their challenges that affected their performance. There has been a rise in women getting involved in entrepreneurship of late due to increase programs that focus on empowerment of women propagated by both government and non-governmental organizations (Eyben et al. 2018). This has led to a great reduction in poverty levels in most developing countries as a report by the world bank (2019) indicated that women entrepreneurs as main facilitators of community micro economic development. This has also displayed a significant growth in not only their household income but also in their growth domestic production (ILO 2018; Ghosh 2019).

With various definitions by various countries, sometimes it becomes a difficult task for an individual to understand importance of women entrepreneur's in MSEs. One may not know the important role that women entrepreneurs in SMEs plays in developing any particular sector, economy of any country, alleviating poverty, increasing employment, and, above all Providing various items of daily use at an affordable cost. According to World Bank (2013) report Women entrepreneurs in MSEs are the engine of growth; essential for a Competitive and efficient Market; Critical for Poverty reduction; and Play a Particularly Important Role in developing Countries. Furthermore; according to UNECE (2021) women Entrepreneurs in MSEs are contributing to employment growth at a higher rate than larger firms. The private sector and in particular women entrepreneurs in MSEs form the backbone of a market economy and for the transition economies in the long-term might provide most of the employment. Support for

women entrepreneurs in MSEs will help the restructuring of large enterprises by streamlining manufacturing complexes as units with no direct relation to the primary activity are sold off separately. And through this process the efficiency of the remaining enterprise might be increased as well; they curb monopoly of the large enterprises and offer them complementary Services and absorb the fluctuation of a modern economy; through inter-enterprise cooperation, they raise the level of skills with their flexible and innovative nature. Thus women entrepreneurs in MSEs can generate important benefits in terms of creating a skilled industrial base, Industries and developing a well-prepared service sector which are capable of contributing to GDP.

2.2.3 Conceptual Framework

The focus of this study is to examine the relationship between credit, savings, training and social capital; and women entrepreneurs’ performance. The conceptual framework for this study is as shown below

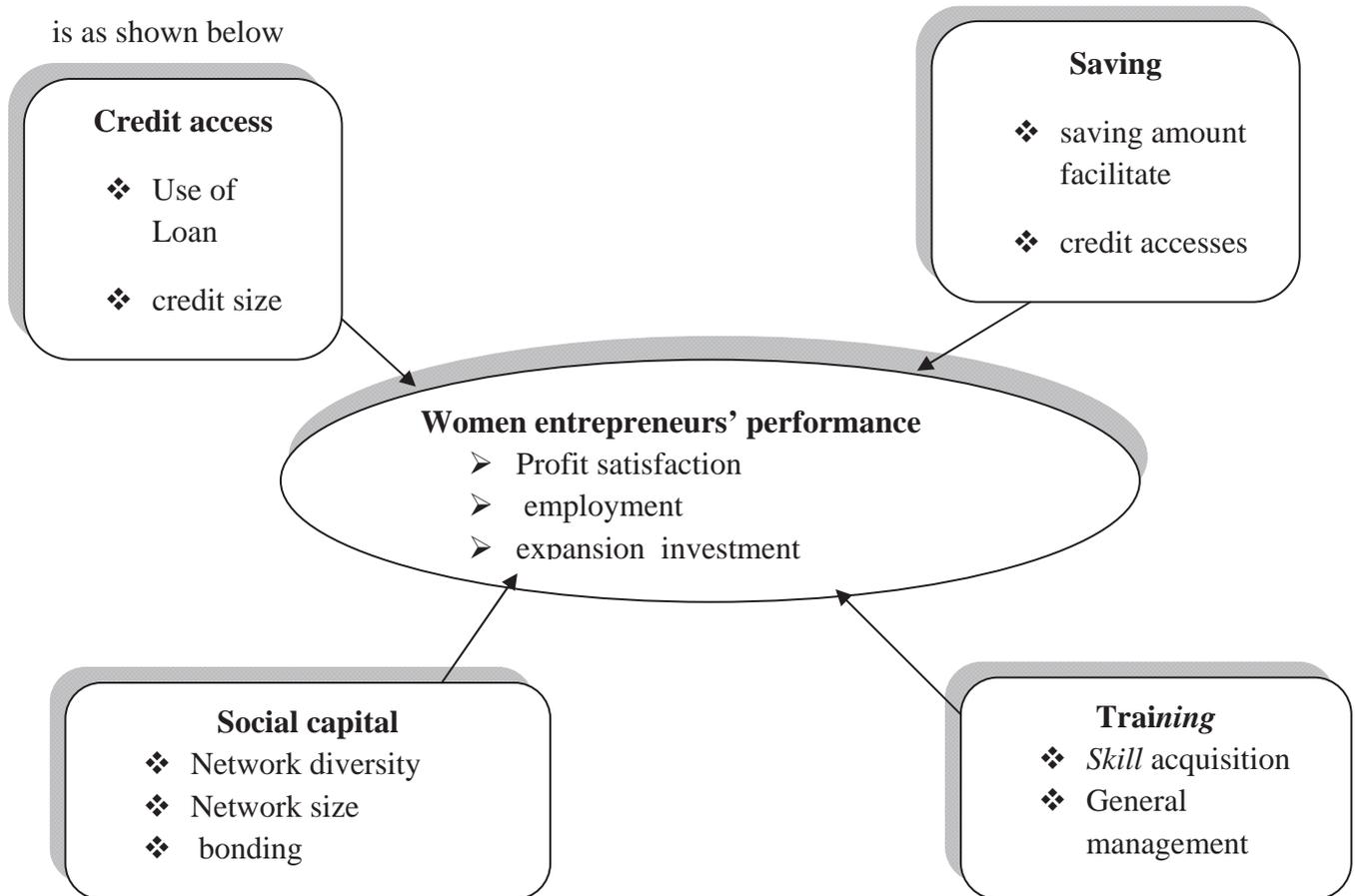


Figure 2-1: Research (Conceptual) framework (adapted from Ekpe et al., 2017) with modification

2.3. Microfinance and women entrepreneurs' performance

Burton (2018) state that microfinance tries to facilitate a wide section of people to make use of emerging market opportunities by facilitating them with small scale financial services, especially to low income clients. These clients are naturally barred from access to formal banking services. And these author feel that microfinance has been successfully made use of as a pro-poor developmental strategy in many countries. According to the findings of studies conducted in countries such as Bangladesh, India, China, Kenya, Tanzania, Sri Lanka, and many others, microfinance can be considered as a tool for alleviation of poverty, among low income categories of the society and especially the women (Atapattu, 2019; Cooper, 2014; Grameen Bank, 2012; Kabeer, 2015). Microfinance has been a strategy for many poverty alleviation initiatives (Khandker, 2015) and targeted almost one third of the world population who live on less than \$2 a day (Khavul, 2010). According to UNDP (2017), 1.4 to 1.8 billion in the world lives under the poverty line¹ of which 70% are women. The studies conducted in a number of countries confirm that the majority under the poverty line is women. Many of these micro-enterprises are operated by women, who are poverty stricken disproportionately.

Performance is the act of performing and doing something effectively and profitably. However, performance seems to be conceptualized, operationalized and measured in different ways (Teoh & Chong, 2017), thus making comparison difficult. The most widely used Operationalization is increase in profit, sales growth, and growth in employees. Different scholars argue that business performance is not only affected by the ability and motivation of an entrepreneur but also a function of many other factors like credit access, saving ability, training access and networks to create opportunities specially for women entrepreneurs. However, microfinance institutions take part an important role in providing important intervention services (Credit, Training, Saving, Social Capital) for women entrepreneurs. The interventions have a profound effect on women entrepreneurs' performance since they provide skill acquiring trainings for startup entrepreneurs besides the credit and saving services (Ekpe et al., 2013; Loice & Razia, 2013; Soltane & Imen, 2013). In these days, Microfinance projects have been an improvement tool and poverty reduction strategy (Onay & Ozer, 2021). This means that microfinance gives a walking light for those in poverty and lack collateral, and encourages entrepreneurship. As evidence, most studies

(Loice & Razia, 2013; Onay & Ozer, 2017; Ekpe et al., 2013) found positive relationship between microfinance and women entrepreneurs' performance.

2.3.1. Credit access and women entrepreneurs' performance

Evidences from literature show that adequate credit aids entrepreneurship performance (Gatewood et al., 2014; Kuzilwa, 2015; Lakwo, 2017; Martin, 2019; Ojo, 2019; Peter, 2017). Credit had positive impact on business performance of entrepreneurs in Kenya (Peter, 2017), income and wellbeing of women in Uganda (Lakwo, 2017). According to Ekpe et al. (2013), adequate credit supports entrepreneurship performance. The effect of credit assistance on improving performance of entrepreneurs, especially women, reflected in improved profit, investment and employment of the entrepreneurs (Kuzilwa, 2015). Similarly, Loice and Razia (2013) found positive association between credit access and women entrepreneurs' performance in Kenya, and they justified that loans assist female entrepreneurs to invest in and expand their business and thereby they make various decisions. In addition to this, Soltane and Imen (2013) found a positive and statistically significant relationship between credit access and women entrepreneurs' performance, and the study tried to confirm the claim that credit positively related to women entrepreneurs' performance in Tunisia. Other studies also found a positive impact on business performance of entrepreneurs in Nigeria (Ojo, 2019) and Tanzania (Kuzilwa, 2015). Ojo (2019) also shows that financially constrained firms find rarely invest in fixed assets and this limits their capacity. In other words, the speed of innovation for enterprises is highly dependent on their access to external financing. Similarly, Soltane and Imen (2013) note that inadequate access to external finance adversely influences decisions of micro and small enterprises to make investment in fixed capital and research and development; consequently this affects growth, innovativeness and then business performance. Moreover, Cabral & Mata (2013, p.12) find that "constraints in credit access leads to firm size skewedness towards small firms" and they conclude that "when financing constraints are eliminated, small firms grow to their optimal size giving rise to a more symmetric distribution of firm sizes in the economy". This shows that the contribution of credit access for the growth of small business. On the contrary, Karnani (2017) argues that microcredit does not improve women entrepreneurs' performance; instead, the government should invest and build more industries so that it creates more jobs. Credit was also

found to have positive effect on women entrepreneurs' wellbeing in Bangladesh, Indonesia, Ghana and Mexico (Vonderlack & Schreiner, 2011) and the study by Ekpe et al. (2013) also indicates that credit access has no significant impact on Nigerian women entrepreneurs' performance, and the authors concluded that without skill acquisition loan in itself could not lead to women entrepreneurs' performance. In general, the arguments above lead to: H1: Credit access has a positively related to women entrepreneurs' performance

2.3.2. Saving mobilization and women entrepreneurs performance

Savings are differed consumptions, and it is a basis for growth. According to Harrod- Domar growth theory, saving plays a significant role in the growth of income. The theory states that savings determine the rate of growth. More specifically the theory says income growth, especially in developing countries, is positively related to savings (Solow, 2012). The savings mobilization is one of the major forces in microfinance since it can help to deal with the unexpected shocks and reduce vulnerability. Savings could also be used to acquire another microfinance cycle and a primary source of working capital (Gudz, 2013). However, Loice and Razia (2013) found no significant relationship between saving mobilization and women entrepreneurs' performance. They state that "because the women entrepreneurs felt that the procedure for withdrawing savings was difficult and took so long" (Loice & Razia, 2013, p. 90). On the other hand, Savings has been found to have positive effect on enterprise productivity in Nigeria (Ojo, 2019). And also the positive contribution of savings mobilization has also been highlighted in several studies (Ojo, 2019; Rahmat et al., 2016). The results of these studies indicate that savings have positive effect on enterprise productivity and performance especially for small business owner women entrepreneurs. Therefore,

H2: saving has positively related to women entrepreneurs' performance

2.3.3. Training and women entrepreneurs' performance

Training are some of the factors that hinder these developments, The developing country's business women lacked in training (IFC, 2017) and the process of entrepreneurship is an essential source of human capital developing and also imperative for opportunities in learning by individuals and groups for advancements of attitudes, abilities and skills (Branan, 2018).

Addressing the trainings of women entrepreneurs in the developing countries is still a challenge and greatly affects their performance. Taking into consideration the uncommon situations of most women in the third world .countries who are stuck in poverty, low educational levels and other societal Discriminations (Porter and Nagarajan, 2015); training is a critical element in the MFI Where women be provided with adequate training and be exposed to get experience Required for good (Akanji, 2016). Lack of specialized expertise, inability to make good use of the microfinance factors have Are some of the challenges the microfinance clients face according to this literature.

Experience and skill acquiring training are the main reasons for the success of many firms especially for new ones. For instance, in South Africa, Herrington and Wood (2013) point out that lack of education and training has reduced management capacity in new firms. Those entrepreneurs with larger stockpiles of human capital, in terms of education and vocational training, are better located to acclimatize their enterprises to continuously changing business environments. Women entrepreneurs, who are capable in terms of education and/or skill acquiring training, are better expected to perform well in the business environment. This might be the reason that training has been found in many studies as a key success factor for small businesses. For instance, Ekpe et al. (2013) found positive relationship between skill acquisition and women entrepreneurs' performance. The more the skills acquired the more the women entrepreneurs' performance to be good. Likewise, Soltane and Imen (2013) found training to be a very important micro-finance factor in determining women entrepreneurs' performance. In addition, Ekpe et al. (2013) signifies the importance of training stating that having prior experience and acquired skill, women entrepreneurs become willing to take risk and this contributes to their business performance. However, with no training their attitude towards risk does not change though they have access to credit. Training allows small entrepreneurs to acquire the essential skills to guarantee the survival and success of their business (Kuzilwa, 2015; Kessy & Temu, 2013).

Skill training is necessary to provide the needed entrepreneurial skill for small business start-up while business or management training provides the needed managerial competence for routine and corporate decisions (Cunha, 2017; Jill et al., 2017; Robinson & Malach, 2014; Ying, 2018).

As such, training had positive impact on women entrepreneurship performance in Nigeria, Ghana, USA, Tanzania and Canada respectively (Ibru, 2009; Cheston & Kuhn, 2012; Jill et al., 2017; Kuzilwa, 2015; Reavley & Lituchy, 2018). Therefore, we can hypothesize as:

H3: Training has a positively related to women entrepreneurs' performance

2.3.4. Social capital and women entrepreneurs performance

Small borrowers including women entrepreneurs, who are poor in collateral property and their creditworthiness is difficult to know to lenders, use social capital to improve their accessibility to credit (Mwangi & Ouma, 2017). According to Mwangi and Ouma (2014, p.8) "social capital refers to connections among individuals that characterize social networks where norms of reciprocity and credibility arise". This indicates that social capital creates effective and efficient relationships based on reputation as a borrowing channel to impoverished society. Thus, it promotes small women entrepreneurs to work for economic growth and development. Networking is crucial to small business, and it can positively influence their performance and access to finance. According to Allen (2015), social connections are sources of information for access to micro-finance factors and business opportunities. It can be conceptualized as network diversity, network size and bonding. Similarly, Fatoki and Asah (2016) explain networking in a small business context as an activity in which entrepreneurially oriented owners build and manage personal relationships with particular individuals in their surroundings. Thus, networking is considered as a vital technique of getting the required finance, identifying market opportunities, obtaining professional and skilled personnel, selecting important buyers and suppliers. Okten & Osili (2014) found that the building of networks helps entrepreneurs to look at opportunities and tap resources in their environment, and positively influences the firm's access to external financing. It is a means to learn other experiences and obtain the required support from various bodies. It also creates opportunities, which leads to performance (Allen et al., 2018). Even though women entrepreneurs, especially in developing economies do not have social connections that are a source of credit and market information; in different studies, it is found that social capital has positive impact on the performance of women entrepreneurs (Lawal et al., 2019; Brata, 2014). Thus, it can be hypothesized as follows:

H4: Social capital has positively related to women entrepreneurs' performance.

CHAPTER THREE

RESEARCH METHODOLOGY

In this chapter the research design used, Research Approach and design, Sources of Data, Population of the Study, Sampling Procedures and Method, Sample size determination formula sampling size, Methods of data collection , Reliability and Validity , Methods of data analysis and the Ethical considerations are discussed very well.

3.1 Research Approach and design

A descriptive survey research design was employed in the study to assess the key factors that affect the performance of women entrepreneurs in MSEs in Kirkos sub-city. The reason for using this design is that it enables to describe the different factors that affect the performance of women entrepreneurs in MSEs as they exist.

The research design refers to the researcher's overall plan for obtaining answers to the research questions and testing the research hypothesis (Polit & Hungler 2021:225). A research design is the master blue print of a research project that show all the exact ways on how a researcher should go to accurately answer the research questions and to perfectly attain the objectives of the study (Saunders et al., 2019). Zikmund (2021) defined research design more specifically as it is a specification of the most relevant operations to be performed in order to test specific hypothesis under given conditions.

According to Creswell (2019), there are three approaches in conducting scientific research, i.e., qualitative, quantitative and mixed approach. Best and Kahn (2016) stated that research can be qualitative if it describes events and persons scientifically without the use of numerical data while quantitative research consists of researches in which data can be analyzed in terms of numbers. A mixed approach is an approach that combines both qualitative and quantitative methods. Therefore, the mixed approach was used in this study as both qualitative and quantitative data were collected and analyzed.

3.2 Sources of Data

Both primary and secondary sources of data were used for the study. The secondary data include information that are obtained mainly from different reports, bulletins, websites and literatures, which are relevant to the theme of the study, were gathered from various sources to complement the survey-based analysis.

The Primary Sources of Data obtained mainly from kirkos subsidy. The Primary Sources of Data Were Questionnaires Distributed to the women entrepreneurs.

Questionnaire is one type of collecting data from subjects of research. According to Cohen et.al, (2017:317), questionnaire is a widely used and useful instrument for collecting survey information, providing structured, often numerical data, being able to be administered without the presence of the researcher, and often being comparatively straightforward. Wilkinson and Birmingham (2013) state that there are three types of questions on a questionnaire, namely open-ended, close-ended, and multiple choice questions. An open-ended question requires the respondent to answer the question freely according to their opinion. While close-ended provides all possible answers.

In order to answer the basic questions raised; a 43 item questionnaire that has 3 parts was prepared. The first part consists of demographic profile of the respondents which is designed in a close ended format. The second part covers using Likers scale, address issues of key factors that affect women entrepreneurs' performance in MSEs and support areas of MSE leaders to MSEs respectively. The Likers scale ranges from 'strongly agree' to 'strongly disagree' (5=strongly agree 4=agree 3=undecided 2=disagree 1=strongly disagree, see appendix A) so as to not limit the response of respondents to some limited ranges.

Initially the questionnaire will prepare in English language based on the literature review and some adaptations from prior researches. Taking in to account the respondents educational background and to increase more understand ability. It will later translated into Amharic and then distributed to 10 sample respondents (randomly 2 respondents from each sector using lottery method) to check whether what is expected to acquire is achieve or not as a pre-test. Each question was frame succinctly to reduce ambiguity and minimize bias, thereby ensuring the

high statistical value of the data. In assuring the reliability and validity of the tests, the pre-test results show a Cronbach's alpha value of 84.91 %. Both quantitative and qualitative analysis methods will use. Linear regression will use to find out the predictive potential of independent variables (saving mobilization, credit access, training, social capital) on the dependent variable (women entrepreneurs' performance). Freund (2021) underscores that the main objective of any statistical investigation is to determine relationships that make it feasible to predict one or more variables in terms of other variables. The obtained data will analyze using computer software and presented in tables to enable effective and efficient interpretation. This means that the study assumes the intensity of feeling between 'strongly disagree' and 'disagree' is not equivalent to the intensity of feeling between other consecutive categories. The model was given as,

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

, Where Y = performance of women Entrepreneurs

b_0 = constant , e = error term , x_1 = Credit Factors (CF) , x_2 = Training Factors (TF) ,
 x_3 = Savings Factors (SF) , x_4 = Social Capital Factors (SCF)

3.3 Population of the Study

The population of the study consists of 2244 women entrepreneurs who work in 5 sectors of MSEs. So as to get a reasonable sample size, a 95% level of confidence and a 1.96% confidence interval was used to select a sample of 225 Women entrepreneurs in these MSEs. For selecting these samples of entrepreneurs, stratified sampling will uses in which the 5 key sectors that woman entrepreneurs are engage takes as strata so as to give equal chance to each of the sectors. From each sector, 10% of women entrepreneurs in MSEs will select randomly using lottery method by taking list of respondents from the MSE's office.

Table 2 Summary of women entrepreneurs' population

Key sectors	Population/strata
Construction	239
Manufacture	489
Trade	872
Urban agriculture	59
Municipality service	585
Total	2244

Source: kirkos sub-city MSE office.

3.4. Sampling Procedures and Method

A sampling method is the process of selecting the sample from a population in order to obtain Information regarding a phenomenon in a way that represents the population of interest (Brink1996:133). A sampling method is thus a way devised to select the population eligible for the research study (Polit et al 2001:236).

Stratified sampling is a modification of sampling in which the population is divided into two or more relevant and significant strata based on one or more attributes (Saunders et al., 2009) in which research units are then randomly selected. Stratified sampling is useful method for data collection if the population is heterogeneous. In this method, the entire heterogeneous population is divided into a number of homogeneous groups, usually known as Strata, each of these groups is homogeneous within itself, and then units are sampled at random from each of these strata. The sample size in each stratum varies according to the relative importance of the stratum in the population. The technique of the drawing this stratified sample is known as Stratified Sampling. In other words, stratification is the technique by which the population is divided into subgroup/strata. Sampling will then be conducted separately in each stratum. Strata or Subgroup are chosen because evidence is available that they are related to outcome. The selection of strata will vary by area and local conditions.

After stratification, sampling is conducted separately in each stratum. In stratified sample, the sampling error depends on the population variance within stratum but not between the strata. Stratified random sampling also defined as where the population embraces a number of distinct categories, the frame can be organized by these categories into separate "strata." Each stratum is then sampled as an independent sub-population, out of which individual elements can be randomly selected.

Purposive sampling (non-probability sampling): The researcher decides which particular groups to interview. Non-probability sampling does not involve random selection, so the results cannot be used to characterize the wider population. Its value lies in selecting information-rich cases to gain a deeper understanding of the situation when random sampling is not possible.

Women entrepreneurs in these MSEs. for selecting these samples of entrepreneurs, stratified sampling will uses in which the 5 key sectors that woman entrepreneurs are engage takes as strata so as to give equal chance to each of the sectors. From each sector, 10% of women entrepreneurs in MSEs will select randomly using lottery method by taking list of respondents from the MSE's office For microfinance and MSE heads purposive sampling will use. Top officials of these institutions will purposely take and interview since the researcher believes that they know the condition better than others because of their day –to- day contacts with women entrepreneurs.

3.5 Sample size determination formula sampling size

As it is often impossible to study the whole population, researchers make use of a sample to select research subjects who would represent the whole research population. A sample is therefore a subset of a population selected to participate in a research study (Polit & Hungler 1995:445; Polit et al2001:234). This refers to the sum of those individuals within a specific territory, or a small portion of a population, a smaller representation of a larger whole, intended to reflect and represent the character, style or content of a population from which it is drawn (Brink 2016:133). According to Polit and Hungler(1993:184), researchers using the quantitative research methodology are advised to use the largest

sample possible, as the larger the sample the more the representative the research will be (Polit et al 2021:235).

Robert.v.Krejcie (1970) underscores a formula for determining sample size in the article of “Small Sample Techniques,” Regrettably a table has not been available for ready, easy reference which could have been constructed using the following formula.

$$S = \frac{X^2 NP (1- P)}{d^2 (N -1) + X^2 P (1- P)}$$

s = required sample size.

X² = the table value of chi-square for 1 degree of freedom at the desired confidence level

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum Sample size).

d = the degree of accuracy expressed as a proportion (.05).

The population of the study consisted of 3000 employee who work in Kalhiwot church . So as to get a reasonable sample size, a 95% level of confidence and a 1.96% confidence interval was used.

For Construction

$$S = \frac{X^2 NP (1- P)}{d^2 (N -1) + X^2 P (1- P)}$$

$$S = \frac{(1.96)^2(239) 0.95 (1- 0.95)}{(0.05)^2((239 -1) + (1.96)^2 0.95 (1- 0.95))}$$

S =24

For Manufacture

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

$$S = \frac{(1.96)^2(489) 0.95 (1-0.95)}{(0.05)^2((489-1) + (1.96)^2 0.95 (1-0.95))}$$

S =49

For Trade

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

$$S = \frac{(1.96)^2(872) 0.95 (1-0.95)}{(0.05)^2((872810-1) + (1.96)^2 0.95 (1-0.95))}$$

• **S =87**

For Urban agriculture

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

$$S = \frac{(1.96)^2(59) 0.95 (1-0.95)}{(0.05)^2((59-1) + (1.96)^2 0.95 (1-0.95))}$$

S =6

For Municipality service

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

$$S = \frac{(1.96)^2(585) 0.95 (1-0.95)}{(0.05)^2((585-1) + (1.96)^2 0.95 (1-0.95))}$$

S =59

Using Small Sample Techniques, for the 2244 population size, the sample size will be 225.

The following table summarizes the total population in each sector and the corresponding sample taken from each sector.

Table 2 Summary of women entrepreneurs' population and sample taken

no	Key sectors	Population/strata	Sample
1	Construction	239	24
2	Manufacture	489	49
3	Trade	872	87
4	Urban agriculture	59	6
5	Municipality service	585	59
	Total	2244	225

Source: kirkos sub-city MSE office.

3.6 Methods of data collection

The study will use quantitative and qualitative analysis methods were used. Linear regression was used to find out the predictive potential of independent variables (saving mobilization, credit access, training, social capital) on the dependent variable (women entrepreneurs' performance). Questionnaire was three categories based on stratum for women entrepreneurs. The women entrepreneurs' questionnaire translated into Amharic by professional translator, and to taste the correctness of translation, the Amharic version translated to English by another professional.

Moreover, there were assured by reconciled with the original source. Both questionnaires were comprised of three sections.

The first part consists of demographic profile of the respondents which is designed in a close ended format. The second part covers using Likers scale, address issues of key factors that affect women entrepreneurs' performance in MSEs and support areas of MSE leaders to MSEs respectively. The Likers scale ranges from 'strongly agree' to 'strongly disagree' (5=strongly agree 4=agree 3=undecided 2=disagree 1=strongly disagree, see appendix A) so as to not limit the response of respondents to some limited ranges.

3.7 Reliability and Validity

The reliability refers to a measurement that supplies consistent results with equal values (Blumberg et al., 2015). It measures consistency, precision, repeatability, and trustworthiness of a research (Chakrabartty, 2013). It indicates the extent to which it is without bias (error free), and hence insures consistent measurement cross time and across the various items in the instruments (the observed scores). Some qualitative researchers use the term 'dependability' instead of reliability. It is the degree to which an assessment tool produces stable (free from errors) and consistent results. It indicates that the observed score of a measure reflects the true score of that measure. It is a necessary, but not sufficient component of validity (Feldt & Brennan, 1989). In quantitative research, reliability refers to the consistency, stability and repeatability of results, that is, the result of a researcher is considered reliable if consistent results have been obtained in identical situations but different circumstances. But, in qualitative research it is referred to as when a researcher's approach is consistent across different researchers and different projects (Twycross & Shields, 2014).

Inter-rater reliability is the extent to which the way information being collected is being collected in a consistent manner (Keyton et al., 2014). The most common internal consistency measure is Cronbach's alpha (α), which is usually interpreted as the mean of all possible split half coefficients. It is a function of the average inter-correlations of items, and the number of items in the scale. It is typically varies between 0 and 1, where 0 indicates no relationship among the items on a given scale, and 1 indicates absolute internal consistency (Tavakol & Dennick 2021).

Alpha values above 0.7 are generally considered acceptable and satisfactory, above 0.8 are usually considered quite well, and above 0.9 are considered to reflect exceptional internal consistency (Cronbach, 1951). In the social sciences, acceptable range of alpha value estimates from 0.7 to 0.8 (Nunnally & Bernstein, 1994).

3.7.1. Reliability Test

Groomed at the point that even if the research were repeated they would end up with similar solutions or the consistency or dependability of a measurement technique, and it's touched on with the consistency or stability of the score obtained from a measure or assessment over time and across settings or conditions.

If the measurement is reliable, then there is less probability that the obtained the mark is due to random factors and measurement error (Marczyh, et al., 2005). According to George and Mallery (2003, as cited in Joseph & Rosemary, 2003) .Cronbach's alpha is a Coefficient of reliability. It is usually employed as a criterion of the internal consistence or reliability of a psychometric test scores for a sample of examinees. Cronbach's alpha reliability coefficient normally ranges between 0 and 1.

Based on this, to ensure the reliability this study used self-administered questionnaires Then the Questionnaires are pre-tested for 30 women entrepreneurs based on the pilot study, to guarantee a common understating of respondents. The alpha results for the particulars of the questionnaire and their alpha values have run across an acceptable number (which is >0.75) in relation to the aforementioned requirement range.

Reliability Statistics result of the Study

Variables	Cronbach's alpha	No. of items
Credit Factors	0.848	6
Training Factors	0.882	6
Savings Factors	0.905	6
Social Capital Factors	0.709	6
Employee motivation	0.959	23

Source: Researcher Survey, Computed in SPSS, 2021.

3.7.2. Validity Test

Consists to the extent to which the concept one wishes to measure is actually being assessed by a particular scale or indicator. According to Kothari (2014), validity aims at examining the relationship, which is linked with the position. It is touched by the extent that the scale accurately represents the construct of interest. In parliamentary law to ensure the robustness of the measurement tool in the field is taken based on the literally accepted conceptual framework that clearly indicates the theoretical construct and associated with the measurements valid to appraise the relationship of operating Microfinance factors (independent variables) on performance of women Entrepreneurs (dependent variable).

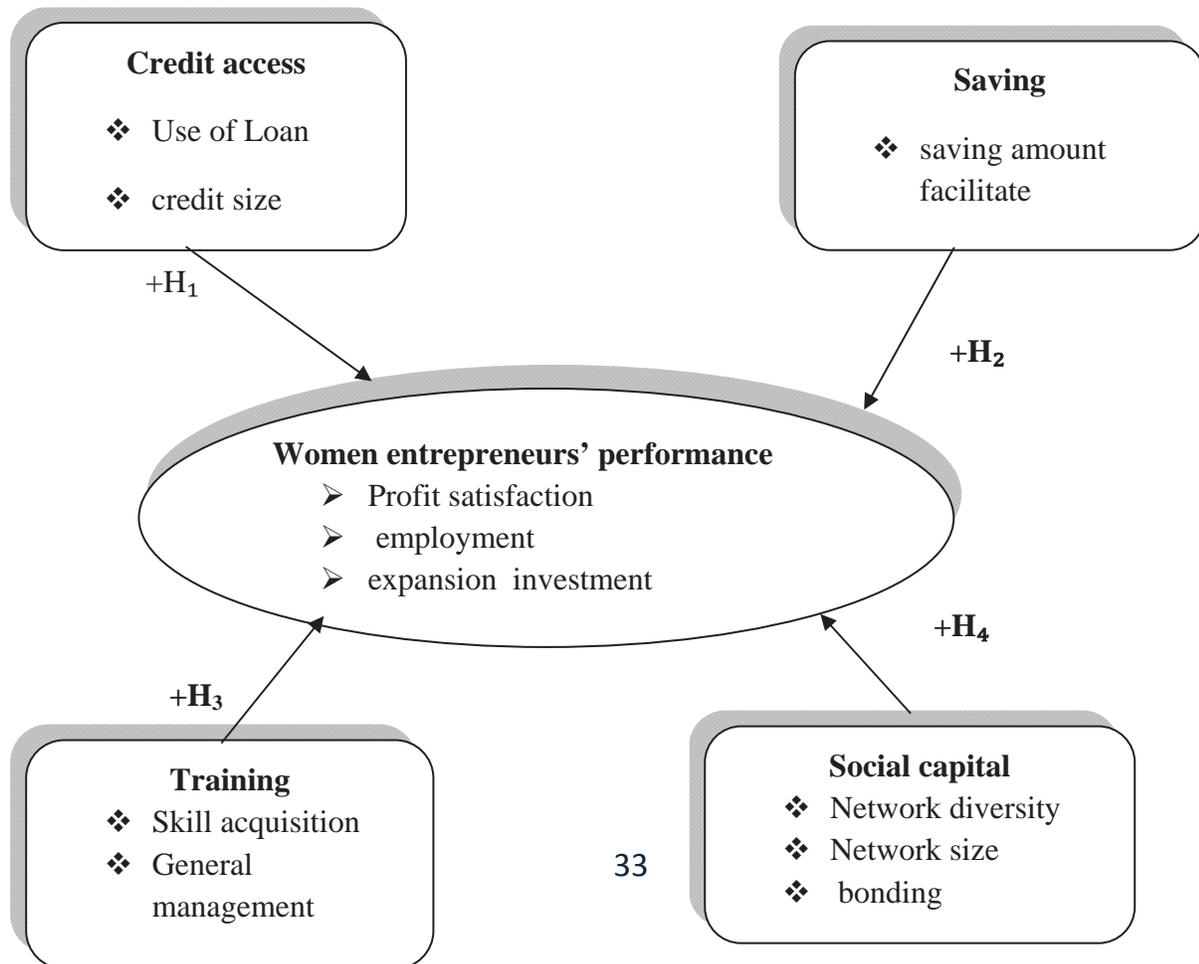
Where possible this should be supported and consideration given to practical issues. So that pre-questionnaire were distributed to the women Entrepreneurs to discover out the validity of questions to further data collection process. As per the remarks and the discussion with bank experts the question prepared for primary data collection for the research objective is found valid by a researcher. Further, this instrument or variables of operating Microfinance factors and performance of women Entrepreneurs were tested by previous works for content validation.

3.8 Methods of data analysis

After the data will collect, the statistical package for social science (SPSS) version 20.0 was used to analyses the data obtained from primary sources. The respondents' scores were summarized from the package and made ready for analysis. After that, it was analyses using both descriptive statistical techniques and descriptive narrations. The demographic profiles and items relate to characteristics of women entrepreneurs will analyze using simple statistical tools such as tables and percentages.

Descriptive statistics (mean and standard deviations) of the respondent scores were computed for the Likers statements and analyzed by comparing these mean scores and deviations among respondents. The reason for using descriptive statistics is to compare the different factors that affect the performance of women entrepreneurs in MSEs by the means and standard deviations of scores.

3.8.1. Model Specification



3.9 Ethical considerations

All the research participants included in this study were appropriately informed about the purpose of the research and their willingness and consent was secured before the commencement of distributing questionnaire.. Regarding the right to privacy of the respondents, the study maintained the confidentiality of the identity of each participant. In all cases, names are kept confidential thus collective names like ‘respondents’ were used.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

This chapter presents and analyzes the data collected and discusses it accordingly. First, the Demographic profile of respondents is analyzed, Factors affecting women entrepreneur's performance in MSEs., Comparison of factors that affect women entrepreneur's performance in MSEs. The correlation of the Findings, The Credit access factors, saving mobilization factors, Training factors, Social capital factors, finally, discussions are made based on the data presented and analyzed. Of the totally distributed questionnaires (225), 220 were properly filled and collected. This amounts 97.77% of the total respondents. Since this is adequate enough to make the analysis, all the discussions below are made on these groups of respondents.

4.1 Demographic profile of respondents

The following table summarizes the demographic profile of respondents by age, educational level, work experience and marital status.

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
below 20 Years	20	8.9	9.1	9.1
21-30 Years	82	36.4	37.3	46.4
31-40 years	87	38.7	39.5	85.9
above 40 years	31	13.8	14.1	100.0
Total	220	97.8	100.0	
Missing System	5	2.2		
Total	225	100.0		

As can be seen from the table above, majority of the respondents are within the age category of 31-40 years (39.5 %) followed by those under the category of 21-30 years (37.3%).

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Can't read and write	37	16.4	16.8
	Grades1-4	36	16.0	33.2
	Grades 5-8	57	25.3	59.1
	Grades 10 complete	46	20.4	80.0
	10+1 &10+2	32	14.2	94.5
	10+3 /diploma	12	5.3	100.0
	Total	220	97.8	100.0
Missing	System	5	2.2	
Total		225	100.0	

When we see the educational level of the respondents, it is clearly seen from the table that most are within the grade level of 5-8 (25.9%) ,total which are within the grade level of below 8 (59.1%) and there is no respondents who has a degree and above.

Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 years	59	26.2	26.8
	1-5 years	97	43.1	70.9
	6-10 years	19	8.4	79.5
	Greater than 10 year's	45	20.0	100.0
	Total	220	97.8	100.0
Missing	System	5	2.2	
Total		225	100.0	

With regard to the work experience of the respondents, the table shows that majority of the respondents about 44.1 % have 1-5 years of experience in their work.

Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	92	40.9	41.8	41.8
Valid Single	64	28.4	29.1	70.9
Valid Divorced	35	15.6	15.9	86.8
Valid Widowed	29	12.9	13.2	100.0
Valid Total	220	97.8	100.0	
Missing System	5	2.2		
Total	225	100.0		

The marital status of the respondents shows that the majority are married (41.8 %) followed by singles(29.1 %).The remaining 15.9 % and 13.2% of the respondents are divorced and widowed respectively.

There are a number of distinct criteria that makes women entrepreneurs and their enterprises different from that of men entrepreneurs even though there are common elements. The following table shows the characteristics of respondents by family size, sector they are working on, the number of employees working in the enterprise, legal ownership status of the business, reasons to start own business, who initiates the business idea, source of skill for starting the enterprise and source of starting fund.

Family size

The following table shows the family size of respondents

Table 4 Family sizes of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3	112	49.8	50.9	50.9
	3-5	90	40.0	40.9	91.8
	More than 5	18	8.0	8.2	100.0
	Total	220	97.8	100.0	
Missing	System	5	2.2		
Total		225	100.0		

As can be seen from the table, majority of the respondents about 50.9% have a family size of less than 3

Sector

The sectors in which women entrepreneurs are working in this depicted in the following table.

Table 5 Sectors respondents engaged in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Trade	15	6.7	6.8	6.8
	Production	113	50.2	51.4	58.2
	Services	68	30.2	30.9	89.1
	Hand-craft	24	10.7	10.9	100.0
	Total	220	97.8	100.0	
Missing	System	5	2.2		
Total		225	100.0		

It is clearly seen from table 5 above that majority of the respondents about 51.4% are engaged in the production sector. The service sector accounts 30.9% of the respondents

Table 7 Legal ownership of the enterprise

Number of employees in the enterprise

Women entrepreneurs in MSEs provide a large numbers of employment opportunities to the society. The following table clearly shows the number of employees that women entrepreneurs in MSEs employ.

Table 6 Number of employees hired.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5	52	23.1	23.6	23.6
6-10	16	7.1	7.3	30.9
11-15	27	12.0	12.3	43.2
More than 15	125	55.6	56.8	100.0
Total	220	97.8	100.0	
Missing System	5	2.2		
Total	225	100.0		

The table also shows that 43.2% of the respondents hire from less 15 employees .But As you can see from the table above, majority of the respondents about 56.8% hire more than 15 employees in their enterprise.

The legal ownership status

Enterprises are created having different legal ownership statuses such as Sole ownership, Joint ownership, Family business, Cooperative and others (Hisrich, 2005).The following table shows the respondents legal ownership status.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sole ownership	7	3.1	3.2
	Joint ownership	34	15.1	18.6
	Family business	26	11.6	30.5
	Cooperative	143	63.6	95.5
	others	10	4.4	100.0
	Total	220	97.8	100.0
Missing	System	5	2.2	
Total		225	100.0	

As one can see from the table above, majority of the respondents about 65% establish their enterprise in the form of cooperatives followed by joint ownership 15.5% .The least number of respondents have a legal ownership of sole ownership business 3.2%.

Starting a business

The motivators to establish own business are many in number and vary from individual to individual. The following table shows the reasons that women entrepreneurs in MSEs are motivated to start their own enterprises.

Table 8 Reason to Start own Business

	Frequency	Percent	Valid Percent	Cumulative Percent
Family tradition	28	12.4	12.7	12.7
To be self-employed	50	22.2	22.7	35.5
Brings high income	24	10.7	10.9	46.4
Valid Small investment is required	3	1.3	1.4	47.7
No other alternative for incomes	110	48.9	50.0	97.7
others	5	2.2	2.3	100.0
Total	220	97.8	100.0	
Missing System	5	2.2		
Total	225	100.0		

Table 8 above vividly shows that most of the respondent entrepreneurs around 50% establish their own business for the reason that they have no other alternatives for income. 22.7% of the respondents start their own business since they want to be self-employed. Only 1.4 % of the respondents establish their own business because they believe that it requires a small investment

Who initiated and started the business?

It is common that some start their own business with their own initiation and some others establish enterprises with family or friends as a partner. The table below shows the initiators of women entrepreneurs to start own business.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Myself alone	113	50.2	51.4	51.4
	With the family	54	24.0	24.5	75.9
Valid	With a friend/partner	20	8.9	9.1	85.0
	Other	33	14.7	15.0	100.0
	Total	220	97.8	100.0	
Missing	System	5	2.2		
Total		225	100.0		

The above table clearly depicted that majority of the respondents about 51.4% start enterprises with their own initiation. Similarly, 24.5% of the respondents start businesses with their family initiation. It is only 9.1% of the entrepreneurs establish business with an initiation of a friend /partner.

Source of skill for running your enterprise

In running any business, it is logical that the necessary skills are required. These skills can be acquired from different sources. The following table shows the respondents source of skills to run their enterprises. The family who was entrepreneur or owner of some related business activities

		Frequency	Percent	Valid Percent
	YES	74	32.9	33.6
Valid	NO	146	64.9	66.4
	Total	220	97.8	100.0
Missing	System	5	2.2	
Total		225	100.0	

It is possible to see from the table above that, 64.9% of the entrepreneurs respond that they have no family member who was an entrepreneur. It is only 32.9 % who have an entrepreneur in their family.

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Father	28	12.4	45.2	45.2
	Mother	10	4.4	16.1	61.3
	Brother	16	7.1	25.8	87.1
	Sister	5	2.2	8.1	95.2
	Grandfather	3	1.3	4.8	100.0
	Total	62	27.6	100.0	
Missing	System	163	72.4		
Total		225	100.0		

Of those women who respond of having an entrepreneur family, 45.2% said that their fathers are entrepreneurs. This shows that father roles in helping their daughter are better than the others members of the family.

How did you acquire the skill for running your enterprise?

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Through formal training	134	59.6	60.9	60.9
	From past experience	15	6.7	6.8	67.7
	From family	53	23.6	24.1	91.8
	Others	18	8.0	8.2	100.0
	Total	220	97.8	100.0	
Missing	System	5	2.2		
Total		225	100.0		

It is also indicated in the table above that 60.9% of the respondents acquire the necessary skill for their business from formal trainings. Moreover, 24.1% of the entrepreneurs acquire their skills from their family. Only 8.2% of the respondent entrepreneurs acquire the skill from sources Other than those stated.

The main source of start-up funding

Starting own business requires a starting capital rather the mere existence of ideas. The following table shows the main sources of start-up fund.

Table 11 Source of start-up funding

Source		Frequency	Percent	Valid Percent
Valid	Personal saving	27	12.0	12.3
	Household	12	5.3	5.5
	Borrowed from relatives or friends/money lenders	2	0.9	.09
	Micro-finance institutions	160	71.1	72.7
	Aqua	8	3.6	3.6
	Assistant from friends/relatives	3	1.3	1.4
	Inheritance	2	0.9	.9
	Borrowed from Bank	3	1.3	1.4
	Assistant from NGO's	2	0.9	.9
	others	1	.4	.5
	Total	220	97.8	100.0
Missing	System	5	2.2	
Total		225	100.0	

The table above 11 shows that majority of the respondents (71.1%) use micro finances as main source of start-up funding in financing their enterprises. It is also clear that 12 % of the entrepreneurs use personal saving as their main source of start-up funding. The table above shows that 0.9% of the entrepreneurs finance their business borrowing from

relatives/friends and inheritance. Women entrepreneurs in MSEs 1.3% use banks and shows that their role are weak .NGOs 0.9% of the source of financing their business, Even if so many NGOs are work on the empower women, from the data shows that their role is weak .

4.2 Factors affecting women entrepreneur’s performance in MSEs

There are a number of challenges that affect women entrepreneurs in MSEs associated with different factors. The following table shows the major credit factors that affect these entrepreneurs

4.2.1. Credit access factors

The effect of credit assistance on improving performance of entrepreneurs, especially women, reflected in improved profit, investment and employment of the entrepreneurs (Kuzilwa, 2005). Loice and Razia (2013) found positive association between credit access and women entrepreneurs’ performance in Kenya, and they justified that loans assist female entrepreneurs to invest and expand their business and thereby they make various decisions.

Credit factors Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
I believe that access to credit enhances business performance	220	1.00	5.00	448.00	2.0364	.08712	1.29225

I properly allocate the credit obtained according to my plan	220	1.00	5.00	714.00	3.2455	.09278	1.37616
The amount of loan I took assist me to improve my business performance	220	1.00	5.00	651.00	2.9591	.08628	1.27968
I believe that loans assist me to invest more and expand my business	220	1.00	5.00	484.00	2.2000	.08415	1.24820
My expectation from the loan is similar with my achievement from investing the loan	220	1.00	5.00	857.00	3.8955	.09050	1.34231
Valid N (list wise)	220						

The grand mean (2.04) and grand standard deviation (1.29) in the above table clearly depicts that the respondent entrepreneurs do decide on access to credit enhances business performance have better factors the others

The table also shows that the impact of My expectation from the loan is similar with my achievement from investing the loan factors is better than others Factors as the grand mean (3.8955) and grand standard deviations (1.34) clearly depict.

4.2.2. Saving mobilization factors

Savings as a micro-finance factor enable people with few assets to save, since they could make weekly savings as well as contribute to group savings, and such savings are mobilized by the micro-finance institutions for further lending to other clients (Mkpado & Arene, 2007).

	N	Minimum	Maximum	Sum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
My saving helps me to get credit from MFI	220	1.00	5.00	781.00	3.5500	.09252	1.37235
The more my saving the more I can get credit	220	1.00	5.00	846.00	3.8455	.09564	1.41864
My saving gives me confidence to expand my business	220	1.00	5.00	690.00	3.1364	.08856	1.31363
My saving is a base for my business expansion	220	1.00	5.00	439.00	1.9955	.07472	1.10828
Valid N (list wise)	220						

The grand mean (1.996) and grand standard deviation (1.11) in the above table clearly depicts that My saving is a base for my business expansion have better factors the others

The table also shows that the impact of The more my saving the more I can get credit with mean and stand deviation factors is better than others Factors as the grand mean (3.85) and grand standard deviations (1.42) clearly depict.

4.2.3. Training factors

Soltane and Imen (2013) found training to be a very important micro-finance factor in determining women entrepreneurs' performance. In addition, Ekpe et al. (2013) signifies the importance of training stating that having prior experience and acquired skill, women entrepreneurs become willing to take risk and this contributes to their business performance.

	N	Minimum	Maximum	Sum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
My education level and skill helped me to perform well in my business	220	1.00	5.00	488.00	2.2182	.08968	1.33024
I have got training on managerial, marketing, financial reporting and customer services	220	1.00	5.00	687.00	3.1227	.08372	1.24175
I also receive training from MFI on how to utilize the loan for my business expansion	220	1.00	5.00	483.00	2.1955	.08029	1.19090

The trainings I receive from MFI gives me skill and clue to perform well in the business	220	1.00	5.00	740.00	3.3636	.09145	1.35638
I believe that training is my key success factor for my businesses performance	220	1.00	5.00	825.00	3.7500	.09239	1.37035
Valid N (list wise)	220						

The grand mean (2.196) and grand standard deviation (1.19) in the above table clearly depicts that I also receive training from MFI on how to utilize the loan for my business expansion have better factors the others

The table also shows that the impact of I believe that training is my key success factor for my businesses performance is better than others Factors as the grand mean (3.75) and grand standard deviations (1.37) clearly depict.

4.2.4. Social capital factors

Social capital is vital for start-ups and growing firms and women entrepreneurs, especially in developing countries, lack social connections that are a source of information for access to micro-finance factors (Olomola, 2002).

	N	Minimum	Maximum	Sum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
I am member in various local associations	220	1.00	5.00	444.00	2.0182	.07704	1.14263
I always attend meetings in the local associations and microfinance issues	220	1.00	5.00	756.00	3.4364	.09982	1.48063
I have active participation in decision making process	220	1.00	5.00	448.00	2.0364	.06341	.94049
I participate in the leader position of local associations and others	220	1.00	5.00	453.00	2.0591	.07894	1.17086
My network helps me a lot for my business success	220	1.00	5.00	734.00	3.3364	.08633	1.28053
My social connections are sources of information for access to credit and business opportunities	220	1.00	5.00	766.00	3.4818	.08534	1.26586
Valid N (list wise)	220						

The grand mean (2.02) and grand standard deviation (1.14) in the above table clearly depicts that I am member in various local associations have better factors than others

The table also shows that the impact of My social connections are sources of information for access to credit and business opportunities is better than others Factors as the grand mean (3.48) and grand standard deviations (1.27) clearly depict..

4.3. Regression Analysis

To empirically investigate on Factors Affecting the Performance of Women Entrepreneurs in Micro and Small Enterprises in Kirkos Sub-City and achieve the objectives, women entrepreneur respondents were selected in kirkos sub city. A total of 225 study participants were taken among credit user women entrepreneurs in kirkos sub city. Of these, 220 (97.77%) of the study participants filled and returned the questionnaire. Out of 220 questionnaires, 5 were invalid because of incompleteness for analysis. Therefore, 220/225 (97.77%) questionnaires were used to analyze the contribution of microfinance factors on women entrepreneurs' performance in the Ethiopian context particularly in kirkos sub city. Linear regression models were used to determine the effect of Credit, Training, Savings and Social Capital on performance of women groups in kirkos sub city. Further the model was used to find out the overall fit (variance explained) of the model and what it relatively contributes to each of the independent variables of the total variance explained. The model was given as,

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

,Where Y = performance of women Entrepreneurs

b_0 = constant , e = error term , x_1 = Credit Factors (CF) , x_2 = Training Factors (TF) ,

x_3 = Savings Factors (SF) , x_4 = Social Capital Factors (SCF)

The output tables were presented and interpreted as follows.

Table 16: Model Summary: Determining How Well the Model fits .The first table is the model summary table. This table provides the R, R², adjusted R², and the standard error of the estimate, which is used to determine how well the regression model fits the data.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 ^a	.788	.784	.58778

a. Predictors: (Constant), social capital factors, saving factor, credit factor, training factor

R is represented by the “R” column the multiple correlation coefficients. It can be considered as one of the measure of the quality of the prediction of the dependent variable. A Value of 0.888 indicates a good level of prediction. The "R Square" column represents the R² value (also called the coefficient of determination), which is the proportion of Variance in the dependent variable that can be explained by the independent variables (Technically, it is the proportion of variation accounted for by the regression model above And beyond the mean model). From the value of 0.784 the independent variables explain that 78.4% of the variability of the dependent variable i.e. performance of women Entrepreneurs.

Table 17: ANOVA: Significance Level

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	276.069	4	69.017	199.766	.000 ^b
	Residual	74.281	215	.345		
	Total	350.350	219			

a. Dependent Variable: women entrepreneur performance

b. Predictors: (Constant), social capital factor, saving factor, credit factor, training factor

An ANOVA finding of P- value of 0.000 which is less than a 0.005 significance level in the table above shows that there was a strong significant relationship between the predictor variables and the dependent variable. The F-ratio tests whether the overall regression model is a good fit for the data. The table 18 shows that the independent variables statistically significantly predict the dependent variable, $F(4, 215) = 199.766, p < 0.0001$.

We therefore conclude that Credit, Training, Savings and Social Capital affect the performance of women Entrepreneurs in Kirkos sub city.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	.423	.110		3.832	.000
	credit factors	.958	.252	.922	3.806	.000
	saving factors	.362	.140	.351	2.580	.011
	training factor	-.713	.266	-.689	-2.686	.008
	social capital factors	.337	.282	.304	1.194	.234
a. Dependent Variable: women entrepreneur performance						

From the regression model:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

The regression equation is presented below.

$Y = 0.423 + 0.958CF + 0.362SF - 0.713TF + 0.337SCF + 0.313A$ constant of 0.423 indicate that without considering credit, Training, Savings and Social Capital, other factors affect performance of women Entrepreneurs in Kirkos Sub city by 0.423. The regression coefficient for credit factors is 0.958. This means that credit factors affects performance of the women groups by 0.958. This then implies that when the MFIs have enough credit facilities, performance of the women Entrepreneurs would increase by 0.958.

The regression coefficient for training programs is -0.713 which means negative role on women entrepreneurs' performance by offering training programs for the women entrepreneurs, the performance declines by 0.713. The regression coefficient for savings is 0.362.

This means that savings factors affects performance of the women Entrepreneurs improves by 0.362. The regression coefficient for Social Capital factors is 0.337. Since Social Capital factors insignificant, it doesn't affects performance of the women Entrepreneurs.

4.3.1. Credit access

The finding shows that credit access had a positive and statistically significant impact on women entrepreneurs' performance measured using profit satisfaction, expansion investment and employment opportunities. The first hypothesis indicates that credit positively and significantly influences women entrepreneurs' performance in kirkos sub city. This result implies that sufficient credit supports entrepreneurship performance. The Grameen Bank experience shows that most of the conditions to force the acceptance of formal credit institutions like collateral requirements should not actually stand in the way of smallholders and the poor in obtaining credit. And also, different scholars found that credit access through microfinance institutions using group collaterals improves the capacity of small women entrepreneurs, which are demerit to access credit from banks. Even if, according to the response obtained from the microfinance officials' personal interview in the study area, women entrepreneurs mostly get credit by using the group (less than 3 members) as collateral, which is difficult in banks; this motivates the poor to do business. This implies that credit access found to be the relevant microfinance factors for women entrepreneurs' performance in this study. Finally the investigator conclude that based on the research that Credit factors are positively and statistically significances on the women entrepreneurs' performance which the same with the empirical investigations of Ekpe et al. (2010), Loice and Razia (2013), Kuzilwa (2005), Kessy and Temu (2010), Brata (2004), and Lawal et al. (2009).

4.3.2. Saving mobilization

The finding shows that saving mobilization had a positive and statistically significant impact on women entrepreneurs' performance measured using profit satisfaction, expansion investment and employment opportunities. The second hypothesis indicates that saving factors are positively and significantly influences women entrepreneurs' performance in kirkos sub city.

Saving serves as the most important source of finance throughout the business cycle and utilizes the confidence in business decisions since it covers unexpected shocks. In similar with this, Gudz (1999) states that saving provides a hedge against income variability and serve as a guarantee to access credit; it also enables entrepreneurs to get an opportunity investments that yield higher rates of return, which lead to higher performance. The interview response in this study shows that all savings in microfinance institutions of women entrepreneurs used as a collateral to get credit; a compulsory saving of 10% is required and the remaining can be used for any business decision at any time, which gives confidence to use it for unexpected shocks. In this study the response for the procedure of withdrawing savings was positive relationship. The responses of other survey questions for saving, tell us that highly positive to evaluate the contribution of saving in their business; this leads to a cumulative effect of positive response for saving. This might be the reason that saving was highly statistically significant in explaining women entrepreneurs' performance in kirkos sub city. Finally the investigator conclude that based on the research that saving factors are positively and statistically significances on the women entrepreneurs' performance which the same with the empirical investigations of Ojo et al. (2009) and Rahmat et al (2006),

4.3.3. Training

The finding shows that Training had a negatively and statistically significant impact on women entrepreneurs' performance measured using profit satisfaction, expansion investment and employment opportunities. The third hypothesis indicates that training negatively and significantly influences women entrepreneurs' performance in kirkos sub city.

The interview response in this study shows that Most of the MSEs operators have no experience and management skill knowhow to perform their activities effectively and efficiently. These lead

to them unsuccessful because they run their business activities without having enough knowledge about the business environment. Lack of managerial know-how places significant constraints on SME development. From this report, it is possible to look that the entrepreneurship trainings is not given practically to women entrepreneurs in the sub-city; or even if it is given, it may focus on theoretical concepts than work oriented trainings. Or even if it is delivered practically, attention might not be given to women entrepreneurs.

Based on SPSS report, the regression coefficient for training factor is -0.713 which means a negative role on women entrepreneurs' performance by offering training programs for the women entrepreneurs, its performance declines by 0.713.

Training is one of strategies that are employed in the development of human capital. The most essential asset of livelihood is the human capital that contains the members of household knowledge, skills, and ability to work. This enable for pursuing of diverse strategies of livelihood by people. It is among the main services that are provided by the MFIs. Porter and Nagarajan (2005) recommends that recognizing the unique situations of the third world country women in education levels that are low, discrimination by society, micro-finance training for business women as tools for technique and experience imperative for business. Such skills were lacking in most women in the developing countries (Ibru, 2009). The ability to get exploited to opportunities is dependent on the entrepreneurs' education level, acquired skills or knowledge, credit and social network. Therefore, in third world countries there is need for training on micro-finance factors (Shane, 2003).

Finally the investigator concludes that based on the research that Training factors are negatively and statistically significances on the women entrepreneurs' performance

4.3.4. Social capital

The finding shows that Social capital had a positively and statistically insignificance impact on women entrepreneurs' performance measured using profit satisfaction, expansion investment and employment opportunities. The fourth hypothesis indicates that Social capital positively and insignificance influences women entrepreneurs' performance in kirkos sub city.

Social capital is vital for start-ups and growing firms and women entrepreneurs, especially in developing countries, lack social connections that are a source of information for access to micro-finance factors (Olomola, 2002). According to the hypothesis of the study, social capital of the firm has a positive and statistically insignificant association with women entrepreneurs' performance.

In this study it was found that not being participating in decision making process, being member in various local associations, and social connections could be one of the bottlenecks to performance of women entrepreneurs. This might be one of the reasons that social capital had no value contribution to women entrepreneurs' performance.

Finally the investigator concludes that based on the research that Social capital have not been perceived as useful and it did not have a significantly positive influence on the women entrepreneurs' performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMENDTIONS

In this chapter, the major findings and conclusions are drawn based on the findings and recommendations are forwarded for the concerned bodies.

5.1 Summary of Finding

After the data has been collected, the statistical package for social science (SPSS) version 20.0 was used to analyse the data obtained from primary sources. The respondents' scores were summarized from the package and made ready for analysis. After that, it was analysed using both descriptive statistical techniques and descriptive narrations. The demographic profiles and items related to characteristics of women entrepreneurs were analyzed using simple statistical tools such as tables and percentages.

Descriptive statistics (mean and standard deviations) of the respondent scores were computed for the Likers statements and analyzed by comparing these mean scores and deviations among respondents. The reason for using descriptive statistics is to compare the different factors that affect the performance of women entrepreneurs in MSEs by the means and standard deviations of scores.

Totally distributed questionnaires (225), 220 were properly filled and collected. This amounts 97.77% of the total respondents. Since this is adequate enough to make the analysis, all the discussions below are made on these groups of respondents.

The results of descriptive analysis show that the credit, saving, training and social capital factors have significant effect on the performance of women entrepreneurs in MSEs of kirkose sub-city.

The ANOVA result shows that there is statistically significant relationship between factors affecting women entrepreneurs and their performance in MSEs.

The result of inferential statistics i.e. correlation shows that, there is a positive relationship between factors affecting the performance women entrepreneurs (credit factors, saving factors and social capital factors) with the performance of women entrepreneurs in MSEs.

5.2 Conclusion

The aim of the study is to what extent the microfinance factors affect the performance women entrepreneur's enterprises basically it focuses mainly on kirkos sub city. A large number of the respondents start their own business because of they have no other alternatives. Similarly, most of these respondents start their own business by their own initiation and acquire the necessary skills through formal trainings. In addition to this, they have no entrepreneurial family. Micro finances are the main source of start-up fund for majority of the respondents according to the output of research. The study shows that there is evidence that some of the factors significantly influence women entrepreneurs' performance. The investigators tries to search which microfinance factors affects the performance of women entrepreneurs. In this research the investigator tries to see the Credit, Saving, Training, and Social Capital factors related to the performance of women entrepreneurs.

The study identified Credit access one of the microfinance factors which affect the performance women entrepreneurs. This implies that microfinance institutions in kirkos sub city, with the help of government should take strongly marked steps to develop infrastructures which is necessary for women with entrepreneurial traits to have easy access to microfinance factors. Hence, this needs the stakeholders (like microfinance institution and government policy makers) to concentrate their effort on reduce or remove completely the credit problems, particularly on micro and small women entrepreneurs since it is significant portion of small business owned by them. This is one of the effective strategies to decrease poverty in kirkos sub city.

The finding of this research shows that importance of saving has positive significances on women entrepreneurs' performance. This implies that women entrepreneurs should be encouraged to save their earnings since it provides confidence in their business expansion and thus microfinance institutions should play a very necessary role in promoting the practical value of saving in empowering women entrepreneurs with regard to their endeavors.

The finding of this research shows that importance of training has negative significances on women entrepreneurs' performance. Most of the MSEs operators have no experience and management skill knowhow to perform their activities effectively and efficiently. These lead to

them unsuccessful because they run their business activities without having enough knowledge about the business environment. Lack of managerial know-how places significant constraints on SME development. From this report, it is possible to look that the entrepreneurship trainings is not given practically to women entrepreneurs in the sub-city; or even if it is given, it may focus on theoretical concepts than work oriented trainings. Or even if it is delivered practically, attention might not be given to women entrepreneurs. Even if this is the case, women entrepreneurs in MSEs still contribute for the countries development. MSEs are becoming an important area of emphasis for many developing countries in general and to kirkos in particular, primarily for its extremely large in potentials as a source of employment given that there are a number of factors that affect their performance. For the MSE sector to be vibrant and serve as a springboard for the growth of a strong private sector in Kirkos sub city training centers like TVET system that supplies disciplined and quality workforce can be considered as one of the necessary conditions. The statistically significant contribution of training on women entrepreneurs' performance indicates the weakness of microfinance institution in kirkos sub city in providing skill trainings. Social capitals have not been perceived as useful and it did not have a significantly positive influence on performance of women entrepreneurs.

5.3 Recommendations

To utilize the potential performance of women entrepreneurs in MSEs is essential. Based on the findings and conclusions of the study, the following recommendations are forwarded by the investigator. The Addis Ababa city government bodies should provide affordable option sources of finance by communicating with the banks, NGOs and other microfinance institutions to make their requirements. to women entrepreneurs in MSEs.

Women entrepreneurs in MSEs of the sub-city should make bilateral relationships with other sub-cities which is found in Addis Ababa and can take best practices from those entrepreneurs. To make women entrepreneurs in MSEs effective, increasing the capacity, skill of the entrepreneurs through continuous trainings, experience sharing from successful enterprises, and provision of advice and consultancy are vital point. Moreover, improved provision of necessary infrastructure, enabling the environment for business operations attractive

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APPENDIX A
St. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

This questionnaire is prepared by MBA student at university of St. MARY'S. The purpose of this questionnaire is to investigate ‘Factors affecting the performance of women entrepreneurs in micro and small enterprises in Kirkos sub-city, Addis Ababa’. To achieve this objective, the researcher needs your cooperation and genuine response. Thus, the researcher kindly reminds you that all the responses given will be kept confidential and used only for academic purpose. In addition, the researcher would like to be grateful for the sacrifices you paid in completing this questionnaire.

**Thank you in advance for your
cooperation!**

Instructions:

- ✓ Please put tick mark (✓) where appropriate
- ✓ No need to write your name

PART 1: DEMOGRAPHIC INFORMATION AND GENERAL INFORMATION

1. Age

- A. below 20 Years B. 21-30 Years c. 31-40 years
d. above 40 years

2. Level of education and training

- A. Can't read and write B. Grades1-4 C. Grades 5-8
D. Grades 10 complete E.10+1 &10+2 F.10+3 /diploma
G. BA/BSC and above

3. Work experience

- A. Less than 1 years B. 1-5 years C. 6-10 years

D. Greater than 10 year's

4. Marital status

A. Married B. Single C. Divorced D. Widowed

5. Family size:

A. Less than 3 B. 4-5 C. More than 5

6. What sector is your business in?

A. Trade B. Production C. Services D. Hand-craft

E. Other (specify) _____

7. Number of employees in the enterprise?

A. Less than 5 B. 6-10 C. 11-15 D. More than 15

8. What is the legal ownership status of the establishment?

A. Sole ownership B. Joint ownership C. Family business

D. Cooperative E. Other (specify) _____

9. Why did you prefer to start your own business?

A. Family tradition D. Small investment is required

B. To be self-employed E. No other alternative for incomes

C. Brings high income F. Others (Specify) -----

10. Who initialed and started the business?

A. Myself alone B. With a friend/partner C. With the family D. other (specify) -----

11. How did you acquire the skill for running your enterprise?

A. Through formal training B. From past experience

C. From family D. other (specify) -----

12. Is there anyone in the family who was entrepreneur or owner of some related business activities?

A) Yes B) No

13. If yes, what is your family relation with him/her?

- A. Father B. Mother C. Brother D. Sister
 E. Grandfather F. Grandmother G. Husband
 H. Other (specify) _____

14. What was your main source of start-up funding?

- A. Personal saving B. Household
 C. Borrowed from relatives or friends/money lenders D. Micro-finance institutions
 E. Equib F. Assistant from friends/relatives G. Inheritance
 H. Borrowed from Bank I. Assistant from NGO's
 J. Others (specify) _____

Part II: Factors affecting the performance of women entrepreneurs in micro and small enterprises (Please respond by putting the mark (√))

No	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	❖ Credit access					
1	I believe that access to credit enhances business performance					
2	I properly allocate the credit obtained according to my plan					
3	The amount of loan I took assist me to improve my business performance					
4	I believe that loans assist me to invest more and expand my business					
5	My expectation from the loan is similar with my achievement from investing the loan					
	❖ Saving factors					
1	My saving helps me to get credit from MFI					

2	The more my saving the more I can get credit					
3	My saving gives me confidence to expand my business					
4	My saving is a base for my business expansion					
	❖ Training factors					
1	My education level and skill helped me to perform well in my business					
2	I have got training on managerial, marketing, financial reporting and customer services					
3	I also receive training from MFI on how to utilize the loan for my business expansion					
4	The trainings I receive from MFI gives me skill and clue to perform well in the business					
5	I believe that training is my key success factor for my businesses performance					
	❖ Social capital					
1	I am member in various local associations					
2	I always attend meetings in the local associations and microfinance issues					
3	I have active participation in decision making process					
4	I participate in the leader position of local associations and others					
5	My network helps me a lot for my business success					

6	My social connections are sources of information for access to credit and business opportunities					
	❖ Business performance					
1	I can estimate how much my company's performance is good					
2	I am satisfied with the profit I earned in the last operation years					
3	The profitability of my business is consistently increasing in each year					
4	My business has expanded as planned					
5	I have a plan to expand my business to medium level enterprise					
6	I have a plan to employ professionals in my business					

Part III: General information

1. What do you feel about the various factors affecting women entrepreneurs' performance based on your business experience?

2. What other factors are important for you in the micro and small enterprise services?

1. _____
2. _____
3. _____

3. How do you think women entrepreneurs problems in micro and small enterprises will be improved? Which improvement is required?

Thank you very much for your cooperation!!!

APPENDIX B

ቅድስት ማርያም ዩኒቨርሲቲ

የንግድ አመራር ትምህርት ክፍል

የድህረ ምረቃ ፕሮግራም

ይህ መጠይቅ በጥቃቅን ናክነት ተቋማት ላይ የተሰማሩ የሴት ነጋዴዎች ያጋጠማቸውን ችግሮች ለመዳሰስ የተዘጋጀ ነው። በመሆኑም መጠይቁ ለጥናቱ ዓላማ ብቻ የሚውል መሆኑን በመገንዘብ በጥንቃቄ እንዲሞሉልኝ በትህትና እጠይቃለሁ። ለሚደረግልኝ ትብብር በቅድሚያ ከፍተኛ ምስጋናዬን አቀርባለሁ።

ማሳሰቢያ፡- በመጠይቁ ላይ ስም መፃፍ አያስፈልግም።

ክፍል አንድ፡ አጠቃላይ መረጃ

1. እድሜ

ሀ. ከ 20 ዓመት በታች ለ. ከ 21 እስከ 30 ዓመት

ሐ. ከ 31 እስከ 40 ዓመት መ. ከ 40 ዓመት በላይ

2. የትምህርት ደረጃ

ሀ. ማንበብና መጻፍ ያልቻለች ለ. ከ 1ኛ እስከ 4ኛ ክፍል

ሐ. ከ 5ኛ እስከ 8ኛ ክፍል መ. 10ኛ ክፍል ያጠናቀቀች

ሠ. 10 + 1 እና 10 + 2 ረ. 10 + 3 ወይም ዲፕሎማ

ሰ. ቢኤ / ቢኤስሲ እና በላይ

3. የስራ ልምድ

ሀ. ከ 1 ዓመት በታች ለ. ከ 1 እስከ 5 ዓመታት

ሐ. ከ 6 እስከ 10 ዓመታት መ. ከ 10 ዓመት በላይ

4. የጋብቻ ሁኔታ

ሀ. ያገባች ለ. ያላገባች ሐ. አግብታ የፈታች መ. ባለቤቱ በሞት የተለያየች

5. የቤተሰብ መጠን

ሀ. ከ 3 በታች ለ. ከ 4 እስከ 5 ሐ. ከ 5 በላይ

6. የተሰማሩበት የስራ መስክ / ዘርፍ /

ሀ. ንግድ ለ. ምርት ሐ. አገልግሎት

መ. ሸመና ሠ. ሌላካለ-----

7. በድርጅቱ ውስጥ ተቀጥረው የሚሰሩ ሰራተኞች ቁጥር

ሀ. ከ 5 በታች ለ.ከ 6 እስከ 10 ሐ.ከ 15 በላይ

8. የድርጅቱ ህጋዊ ምስረታ ምንድን ነው

ሀ. የግል ለ. የጋራ ሐ. የቤተሰብ መ. የማህበር

9. የራስዎን ድርጅት ለመክፈት የፈለጉት ለምንድን ነው

ሀ. የቤተሰብ ልምድ ስለሆነ ለ. የራሴን ስራ ለመፍጠር ፍላጎት ስለ ነበረኝ

ሐ. ከፍተኛ ገቢ ስለሚያስገኝ መ. ሌላአማራጭ ስለ ሌለኝ

ሠ. ሌላካለ-----

10. ድርጅቱን ለማቋቋም እና ለመጀመር ያነሳሳዎት ማን ነው

ሀ. ራሴ ለ. ጓደኛ ሐ. ቤተሰብ መ. ሌላ-----

11. ድርጅቱን ለመምራት የሚያስፈልግዎትን እውቀት /ክህሎት/ ያገኙት ከየት ነው

ሀ. ከስልጠና ተቋም ለ. ከቤተሰብ ሐ. ከልምድ መ. ሌላ-----

12. በቤተሰብዎ ውስጥ ስራ ፈጣሪ የሆነ ሰው አለ

ሀ. አለ ለ. የለም

13. መልስዎት “ሀ” ከሆነ ዝምድናው ምንድን ነው

ሀ. አባት ለ. እናት ሐ. ወንድም መ. እህት ሠ. ወንድ አያት

ረ. ሴት አያት ሰ. ባልሸ. ሌላ-----

14. ስራዎትን ለመጀመር የተጠቀሙበት ዋና የገንዘብ ምንጭ ምንድን ነው

ሀ. የግልቁጠባ ለ. ከቤተሰብ ስጦታ ሐ. ከጓደኛብድር

መ. እቅብ ሠ. ከጓደኛድጋፍ /ሰጦታ/ ረ. ውርስሰ. የባንክብድር

ሸ. መንግስታዊ ካልሆነድርጅት ቀ. ሌላ-----

ክፍል ሁለት፣ በሴት ስራ ፈጣሪዎች የስራ እንቅስቃሴ ላይ ተፅዕኖ የሚያሳድሩ ጉዳዮች ከዚህ ቀጥሎ በሴት ስራ ፈጠራዎች ላይ ተፅዕኖ ያሳድራሉ ተብለው የሚጠበቁ ጉዳዮች ተዘርዝረዋል የእያንዳንዱን ተፅዕኖ ከድርጅትዎ ነባራዊ ሁኔታ ጋር በማያያዝ ለምርጫዎ የ (✓) ምልክት በማድረግ ምላሽ ይስጡ

5 በጣም እስማማለው 4 እስማማለሁ 3 ለመወሰን እቸገራለሁ
2 አልስማማም 1 በጣም አልስማማም

		1	2	3	4	5	
16	የቁጠባ ጉዳዮች						
16.1	የምቆጥቦው ብር ከጥቃቅና አነስተኛ የብድር ተቋማት የምፈልገውን ብድር ለማግኘት ረድቶኛል ::						
16.2	ብዙ በቆጠብቁ ልክ ብዙ ብድር አገኛለው ::						

ተ.ቁ	ጉዳዮች	የስምምነት ደረጃ (መጠን)					ምርመራ
		1	2	3	4	5	
15	የብድር ጉዳዮች						
15.1	የምብደረውን መጠን መጨመር የንግድ አፈጻጸሜን ከፍ ያደርገዋል ብዬ አምናለሁ::						
15.2	የማገኘውን ብድር በአግባቡ ለስራዬ አውለዋለው ::						
15.3	የተበደርኩትን ብድር ንግዴን ለማስፋፋት ረድቶኛል ::						
15.4	የማገኘውን ብድር ድርጅቴን ለማስፋፋት በጣም ይረዳለኛል ብዬ አምናለሁ ::						
15.5	በተሰጠኝን ብድር አገኛለው ብዬ ያሰብኩትን ስኬት ድርጅቴን በማስፋፋት ማግኘት ችያለው						
16.3	በመቆጠቤ ድርጅቴን ለማስፋፋት ረድቶኛል ::						
16.4	መቆጠቤ ድርጅቴን በአግባቡ ለማስፋፋት አንደመሰረት ሆኖ ረድቶኛል ::						
		1	2	3	4	5	
17	የስልጠና ጉዳዮች						
17.1	የትምህርት ዝግጅቴና ቸሎታዬ ድርጅቴን ለማሳደግ ረድቶኛል ::						
17.2	የአስተዳደር ብቃት ፤ምርቴን የመሸጥ ክህሎት፤የገንዘብ አያያዝ፤የደንበኛ አያያዝ ስልጠና ማግኘቴ በአግባቡ ረድቶኛል ::						
17.3	ከጥቃቅና አነስተኛ የብድር ተቋማት የማገኘውን ብድር በማሳደግ እንዴት ድርጅቴን ማስፋፋት እንደምችል						

	ስልጠና ተሰጥቶኛል ::						
17.4	ከጥቃቅንና አነስተኛ የብድር ተቋማት የማገኘውን ስልጠና እንዴት ድርጅቱን ማስፋፋት እንደምችል መንገድ አሳይቶኛል ::						
17.5	ስልጠና ዋነኛ ቁልፍ የእድገት መንገድ መሆኑን ለየትኛውም ንግድ አምናለው ::						
		1	2	3	4	5	
18	የማህበራዊ ጉዳዮች						
18.1	በተለያዩ ሀገር በቀል ማህበራት አባል ነኝ ::						
18.2	ሁሌም የሀገር በቀል ማህበራት ስበሰባ እካፈላለው ::						
18.3	ፈጣን የሆነ ውሳኔ የመወሰን ብቃት አለኝ ::						
18.4	በአመራር ቦታዎችና በሌሎች ማህበራት ቦታዎች ላይ እሳተፋለው ::						
18.5	ከተለያዩ ሰዎች ጋር ያለኝን ግንኙነት በስራዬ በጣም ስኬታማ እንድሆን ረድቶኛል ::						
18.6	የፈጠርኩትን ማህበራዊ ግንኙነት እንዴት ብድር ማግኘት እንዳለብኝና የንግድ እድሎችን ማስፋፋት እንዳለብኝ ረድቶኛል ::						
		1	2	3	4	5	
19	የንግድ አፈጻጸም						
19.1	የድርጅቱን የንግድ አፈጻጸም ምን ያህል መልካም ሊሆን እንደሚችል መገመት እችላለው ::						
19.2	ባለፉት አመታት ባገኘውት ትርፍ ረክቻለው ::						
19.3	ትርፋማነቴ እስካሁን እንደቀጠለ ነው ::						
19.4	ንግዴን ባሰብኩት ልክ ማስፋፋት ችያለው ::						
19.5	ድርጅቱን ወደ መካከለኛ ደረጃ ማሳደግ እፈልጋለው ::						
19.6	ብድርጅቱ ውስጥ ብቃት ያላቸውን ሰዎች ለመቅጠር አስባለው ::						