

THE IMPACT OF MANAGERIAL SKILLS ON THE PERFORMANCE OF MICRO AND SMALL SIZED AGRIBUSINESS ENTERPRISES IN REFUGEE CAMPS IN UGANDA.

Grace Byamukama^{1,3}, Mutto Milton², Olutayo K. Osunsan³ Vincent Byamukama^{3,4}

¹Lecturer, Department of Business and Management Studies, Africa Renewal University, Uganda.

²Researcher, Pincer Training and Research Institute, Uganda.

³Lecturer, School of Post Graduate Studies, Africa Renewal University, Uganda.

⁴Lecturer, Department of Development Studies, Africa Renewal University, Uganda.

DOI: <https://doi.org/10.56293/IJMSSSR.2022.4731>

IJMSSSR 2023

VOLUME 5

ISSUE 5 SEPTEMBER – OCTOBER

ISSN: 2582 - 0265

Abstract: The study explored the effect managerial skills on the performance of micro and small sized agribusiness enterprises in kyaka 11 refugee camp in Uganda. The objectives of the study were to; to determine the managerial skills used by refugees operating agribusiness enterprises, to establish the effect of managerial skills on the performance of agribusiness enterprises, and to identify strategies for improving managerial skills among refugees. The study adopted a descriptive cross-sectional design where 120 respondents who included; owner, employee camp leaders and volunteers were considered. The study tested three hypotheses; (i) there is no significant effect of managerial skills on profitability of agribusiness enterprises in kyaka11 refugee camp in Uganda, (ii) there no significant effect of managerial skills on sales volumes of agribusiness enterprises in kyaka II refugee camp in Uganda and (iii) There is no significant effect of managerial skills on the growth of agribusiness enterprises in kyaka II refugee camp in Uganda. The conclusion made was that managerial skills effect profitability $F(1,97) = 0.243, p < 0.05$ and growth of enterprises $F(1,97) = 7.751, p < 0.05$. However managerial skills did not have an effect on sales volumes for agribusiness enterprises in kyaka II refugee camp in South Western Uganda. The study recommends hereditary transfer of knowledge and skills and peer to peer education to improve refugee's abilities to effectively manage self-reliance initiative in Uganda.

Keywords: Managerial skills, Micro Small Enterprise performance, agribusinesses, Refugee, Uganda

1.0 INTRODUCTION

Globally, managerial skills are viewed as the abilities and knowledge required to achieve a desired result (Gentry et al., 2008). Traditional management theorists classify these talents as conceptual, technical, and interpersonal (Aslan & Pamukcu, 2017). Whereas conceptual skills include problem-solving, decision-making, and critical thinking abilities (Peterson & Van Fleet, 2004), technical skills are abilities, knowledge, equipment, and tools connected to good and efficient labour (Nasir et al., 2011). Human relations abilities are necessary when dealing with and relating to people (Barakat, 2007; Nazari, 2018). Today, organizations like MSE operating in refugee environments are challenged with new managerial needs as a result of global rivalry and changing societal expectations (Nazari, 2018). Increasing efficiency and profitability, obtaining new markets, and boosting existing market shares are all examples of business aims.

In order to increase efficiency and profitability, gain new markets, and improve existing market shares, new managerial innovations are required (Dereli, 2015). The personal or individual aspect of the refugee entrepreneur is often overlooked by entrepreneurship programmes, as more emphasis is placed on developing a business, whereas an entrepreneur requires entrepreneurial and managerial skills, awareness raising, and passion (Dijkhuizen et al., 2016; Gorgievski et al., 2010; Rauch & Frese, 2007). As a result, solid conceptual, technical, and human relations skills are required for organizational or MSE prosperity and long-term competitive advantage in refugee settlements (Awino, 2013). The amount of application of managerial abilities explains a large portion of the variation in organizational or MSE performance (Pilar, 2021).

Micro, small, and medium-sized enterprises (MSEs) have been critical to Uganda's economic development (UBOS, 2017). They contribute to the output of goods and services in the economy by establishing demand and supply for their products (Pascal et al., 2022). They are determined by the amount of capital invested, the number of employees employed, and the sales turnover. (Gatuhu, 2013) defines MSE performance as an enterprise's ability to operate efficiently, economically, survive, grow, and respond to environmental opportunities and risks. Several researchers agree that organizational performance is diverse, a complicated phenomenon, and a function of numerous variables (Nakacwa et al, 2022). However, successful MSE agribusiness performance relies on essential characteristics like as profitability, sales volume, and long-term business growth (Pilar, 2021). Despite the fact that these businesses have grown on their own in Uganda, one-third of them do not reach their "first birthday" (Tushabomwe-Kazooba, 2006). Experts attribute the high fatality rate on the failure of business owners to apply managerial skills (Turyahebwa et al., 2013; Karlan & Zinman, 2011). Additionally, rudimentary management practises, as opposed to mainstream management practises, have a direct impact on the success of MSE agribusinesses. Although management has an impact on sales and profitability, the results are not generalizable (Mano et al., 2012). Most entrepreneurs have strong ideas and are skilled, but they lack business acumen and an appreciation of core managerial abilities necessary to survive in a competitive business climate (Hove & Tarisai, 2013).

Over the years, the Ugandan government has used the self-reliance strategy to manage refugees (Betts et al., 2019). Over 1.5 million Congolese, South Sudanese, and Rwandan refugees have been assigned plots of land to grow food crops and rear livestock for subsistence and sale in order to supplement food and income rations (Kaiser, 2006). In general, the approach aims to transition refugees' life from reliance on humanitarian relief to more self-sufficient and independent communities (Betts et al., 2019). Despite MSE activity in the camps, most refugees are still unable to meet their basic requirements (Rohwerder, 2016). A variety of reasons account for this lack of institutional success in fostering self-reliance. Key among which are: lack of managerial skills, limited arable land, distance from markets, unfavorable climate conditions, exhausted soil and inadequate input (Kaiser, 2006). The lack of finance to fund startups and run micro small sized agribusinesses further stifle effort towards self-resilience (Werker, 2007). Taking into account the general nature and characteristics of MSEs in Uganda, the effects of failure by refugees entrepreneur's to apply managerial skills in their business undertakings greatly if unabated are likely to manifest dysfunctional behavior such as; laziness, poverty, crime and loss of self-respect (Easton-Calabria & Omata, 2018). The study on the impact of managerial skills on the performance of micro and small sized enterprises operating in refugee camps in Uganda was undertaken with three objectives: to determine the managerial skills used by refugees operating agribusiness enterprises, to establish the effect of managerial skills on the performance of agribusiness enterprises, and to identify strategies for improving managerial skills among refugees operating agribusiness enterprises. Three hypotheses were tested; H01: there is no significant effect of managerial skills on profitability of MSE agribusinesses in Kyaka II refugee camp. H02: there is no significant effect of managerial skills on sales volume of MSE agribusinesses in Kyaka II refugee camp in Uganda. H03: there is no significant effect of managerial skills on growth or expansion of MSE agribusinesses in Kyaka II refugee camp in Uganda.

2.0 METHODOLOGY

A descriptive cross sectional study design was used to describe the effect of managerial skills on the performance of MSE agribusinesses. This design was selected for the reason that it enabled the study of the population at one specific point in time and comparison between individual groups within the population (Ngobi, 2015). The study design was based on the pragmatic paradigm inclined to positivist philosophy (Rehman & Alharthi, 2016). The study area was limited to three Zones which were; Buliti, Butere and Rwantigire in Kyaka II refugee camp in south western Uganda which hosts a population displaced by Civil war in Congo and Rwanda. Out of a target population of 455 refugees, a sample population of 120 volunteers, operators of agribusinesses, camp leaders, and staff from the international agencies determined by Slovene's formula participated in the study. A cluster random sampling strategy was used to select participants from their cells and zones.

Managerial skills was measured through the variables of human relations: ability to relate and interact, conceptual: problem solving and critical thinking, Technical skills: the knowledge and ability to apply a skills and Performance; sales, generate profit and expand business. Strategies for improving managerial skills. To achieve the objectives of

the study; a survey questionnaire was used as the main data collection instrument for this study. A five Likert scale was used where; 1= strongly disagree; 2=disagree;3=Not sure; 4=Agree and 5= Strongly agree. To collect quantitative data, an interview guide was used generate qualitative data from key informants. The questionnaire was interpreted and responses were recorded by the research assistant. Similarly, questions in the interview guide were interpreted, and recorded using an audio recorder.

Cronbach Alpha was used to test reliability and the instruments scored: Managerial skills ($\alpha = 0.833$) and MSE agribusiness performance ($\alpha = 0.702$) and the content validity index (CVI) was 0.73. Data was edited and analyzed by the use of SPSS, thematic coding and summarized into descriptive statistics, central tendency and spread and Multivariate regression. The decision rule for the hypothesis testing was that $p = 0.05$, therefore if $p \leq 0.05$, then the null hypothesis is rejected. Owing to the vulnerability of the study population, the researcher sought ethical clearance from the Office of the Prime Minister (OPM) and Uganda Human Rights Commission for refugees (UNHCR), regulatory organization responsible for the safety of refugees in Uganda.

3.0. RESULT

3.1. Response rate

The researcher distributed a total of 130 questionnaires but was able to retrieve 120 questionnaires that were filled and answered with the guidance of interpreters. This gave a retrieved rate of 92%; according to (Kwizera et al., 2019), if the response rate is more than 70% , this is enough to carry on and continue with data analysis.

3.2. Social demographic characteristics of respondents

Enterprises included in the study were; Farming (37), Retail shops (26), Livestock (27), Whole sale (12) and Processing (18). Respondents were further categorized as operators, volunteers, camp leaders or workers in non-government and government agencies. Majority of the respondents were male (53.3%), most of the respondents were in the age range of 32- 42year (46%) , 51.2% were married and 44.2% had attained at least secondary education.

Below is a summary of the data on gender, education levels, marital status and age distribution.

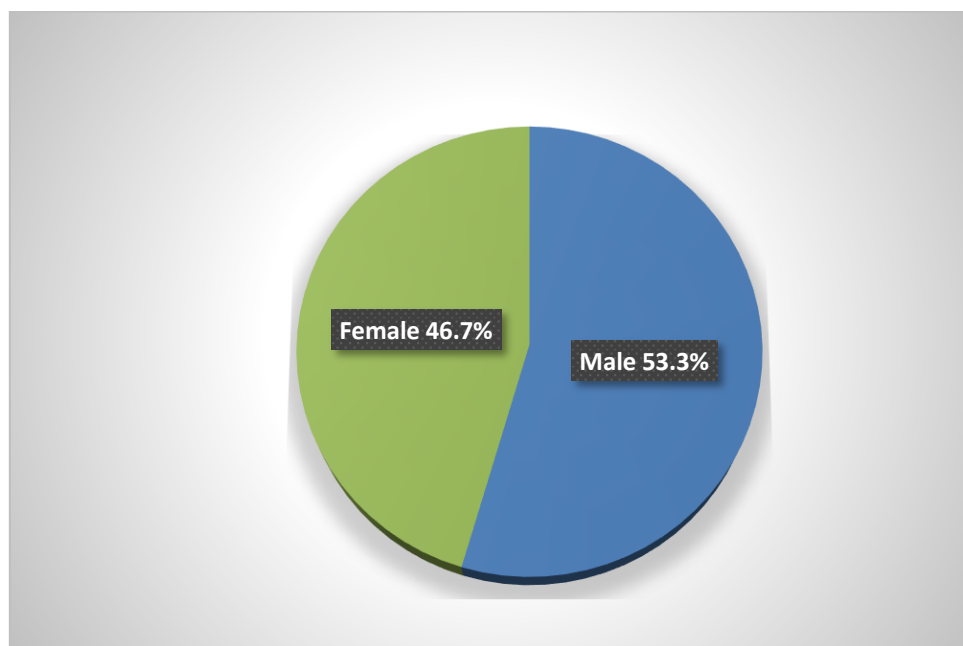


Figure 1. Distribution of population by gender

Table 1 Distribution of population by Level of Education

Level of education of respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	18	15.0	15.0	15.0
	Secondary	53	44.2	44.2	59.2
	Tertiary	38	31.7	31.7	90.8
	None of the above	11	9.2	9.2	100.0
	Total	120	100.0	100.0	

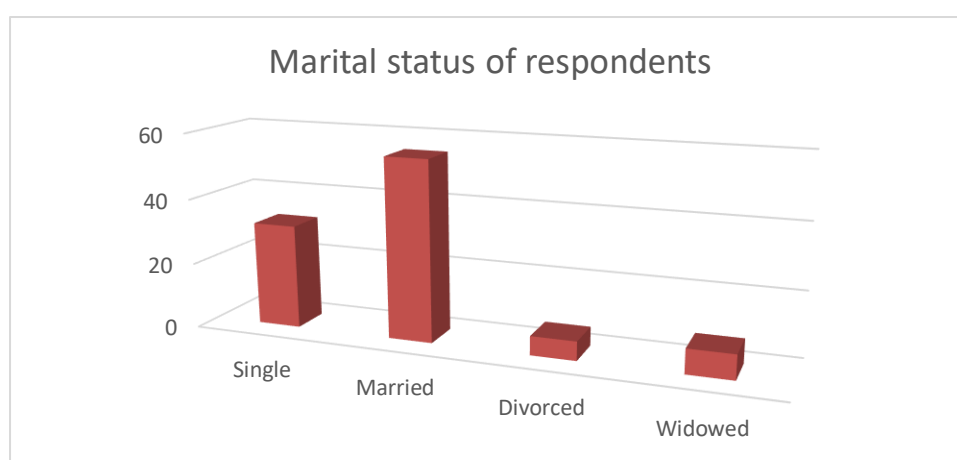


Figure 2. Population Distribution by marital status

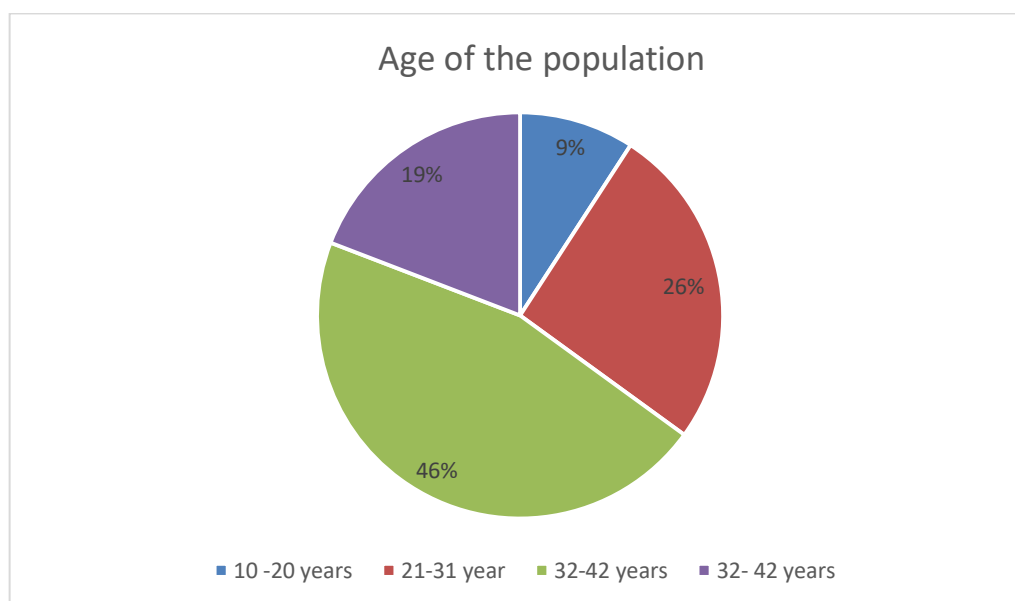


Figure 3. Population Distribution by age

3.3. Descriptive statistic on managerial skills and performance of agribusiness enterprises

Table 2. Descriptive statistics on managerial skills

	MANAGERIAL SKILLS	Mean	Std.	Interpretation
1	Conceptual skills	3.78	0.651	Satisfactory
2	Technical skills	3.76	0.661	Satisfactory
3	Human relations skills	3.89	0.547	Satisfactory
	AVERAGE	3.81	0.619	Satisfactory

The data in the above table revealed that conceptual skills as an element of Managerial skills was assessed by the respondents as satisfactory (average mean= 3.78, Std=0.651), technical skills was assessed by the respondents as satisfactory (average mean=3.76, Std=0.661) and Human relations skills was assessed by the respondents as satisfactory (average mean= 3.81, Std 0.619)

Table 3. Descriptive statistics on performance of agribusiness enterprises

	PERFORMANCE	Mean	Std.	Interpretation
1.	Profitability	3.77	0.867	Satisfactory
2.	Sales	1.36	0.683	Very satisfactory
3.	Growth	1.98	1.125	Very satisfactory
	AVERAGE	2.37	0.891	satisfactory

The data on the above table revealed that Profitability as element of performance of micro and small sized agribusiness enterprises was assessed by the respondents as satisfactory (mean=0.867 std =0.867), sales as an element of enterprise performance was assessed by the respondents as satisfactory (mean = 1.36, Std= 0.683) and growth as an element of performance of agribusiness enterprises was assessed by respondents as very mean =1.98, Std=1.125) as not sure.

3.4. H01: Managerial skills has no significant effect on performance of agribusiness enterprises in kyaka 11 camp in Uganda.

Table 4. Relationship between managerial skills and profitability of agribusiness enterprises

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	(Constant)	3.475	.619	5.612	.000
1	Technical skills improve performance	-.044	.147	-.034	.765
	Conceptual skills improve performance	.112	.152	.084	.462
	Human relations skills improve performance	.009	.198	.006	.964
	R Square	.006			
	Adjusted R Squared	-.019			
	F Statistic	.243			
	Sig.	.866b			

The data on the table 4 Shows a summary of the findings. The dependent variable performance of agribusiness enterprises was regressed against predicting variables of conceptual skills, human relations skills and technical

skills. To test the null hypothesis H01. Managerial skills has $F(1.97 = .243, P > 0.05)$. The data does not provide enough evidence to support the hypothesis that managerial skills (technical, conceptual and human relations) have a significant effect on the profitability of agribusiness enterprises. Therefore, the null hypothesis cannot be rejected because there not enough evidence, if sig was 0.05 or less then it would be rejected.

3.3.2. H02: Managerial skills have an effect on sales volumes of agribusiness enterprises in kyaka 11 refugee camp.

Table 5. Relationship between managerial skills and sales volumes of agribusiness enterprises

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.034	.782		.044	.965
1 Technical skills improve performance	.075	.186	.044	.401	.689
Conceptual skills improve performance	.316	.191	.183	1.650	.102
Human skills improve performance	.120	.250	.058	.478	.634
R Squared	.060				
Adjusted R Squared	.036				
F statistic	2.468				
Sig.	0.066				

The results in table 5 reveal that managerial skills (technical, conceptual and human relations skills) do not have a significant relationship with sales volumes $F(1.97=2.468, p > 0.05)$ because the F statistic is greater than .05. The null hypothesis is inconclusive therefore it cannot be rejected. Accepted Managerial skills to some extent have a significant effect on sales volumes in agribusiness enterprises in Kyaka11 refugee camp. Furthermore, the analysis shows that regression model was not a fit for predicting the effect of managerial skills on sales volumes.

3.4.3. H03 There is no significant effect of managerial skills (conceptual, technical and human relations skills) on the growth of agribusiness enterprises in kyaka 11 settlement Camp

Table 6. The relationship between managerial skills and growth of agribusiness enterprises.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.336	.447		5.228	.000
1 Technical skills improve performance	-.451	.106	-.436	-4.247	.000
Conceptual skills improve performance	-.179	.109	-.170	-1.633	.105
Human skills improve performance	.358	.143	.286	2.503	.014
R Squared	.167				
Adjusted R Squared	.145				
F Statistic	7.751				
Sig.	.000				

Results in table 6 reveal that Managerial skills (conceptual, technical and human relations skills) significantly predict the growth of agribusiness enterprises in kyaka 11 refugee camp $F(1,97) = 7.751 < 0.05$, which indicates that the application of managerial skills can play a significant role in the growth and expansion of the enterprises. Moreover, adjusted $R^2 = .145$ depicts that the model explains 14.5% of the variance of performance of the agribusiness enterprises. Therefore, on the basis of the results we reject the null hypothesis that states that there is no significant relationship between managerial skills and growth of agribusiness enterprises in kyaka 11 refugee settlement camp.

3.5. Strategies on how managerial skill can be improved among refugees operating agribusiness enterprise

3.5.1 Strategies for improving conceptual skills

Table 7. Strategies to improve conceptual skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Asking thought provoking questions	28	23.3	23.3	23.3
	exposure to New ideas	30	25.0	25.0	48.3
	Focus group discussion	34	28.3	28.3	76.7
	Use of role plays	28	23.3	23.3	100.0
	Total	120	100.0	100.0	

The table 7 shows the different strategies suggested by respondents on how to improve on conceptual skills; logic and critical thinking and problem solving abilities. Majority of the respondents proposed revealed focus group discussions (28.3%) while role plays (23.3%) and asking provoking questions (23.3) received similar responses.

3.5.2. Strategies to improve human relation skills among refugees operating agribusiness enterprises in kyaka 11 settlement camp.

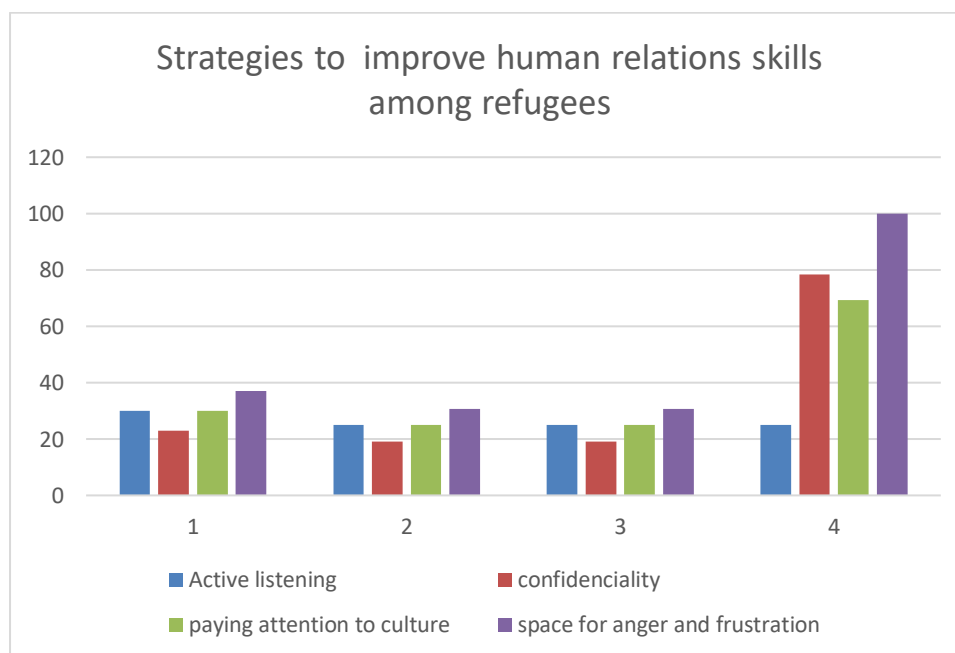


Figure 1 Strategies for improving human relations skills among owners of agribusiness enterprises

The chart above revealed the strategies proposed by respondents on how to improve human relations skills; communication and interpersonal skills. Overall, the respondents scored strategies; active listening, space for anger and frustration, confidentiality and paying attention to culture below 40%. However, the responses reached a peak with the strategy of having space for anger and frustration having the highest response of (100) while active listening has the list response (22)

3.5.3. Strategies for improving technical skills among refugees operating agribusiness enterprises in kyaka 11 settlement camp.

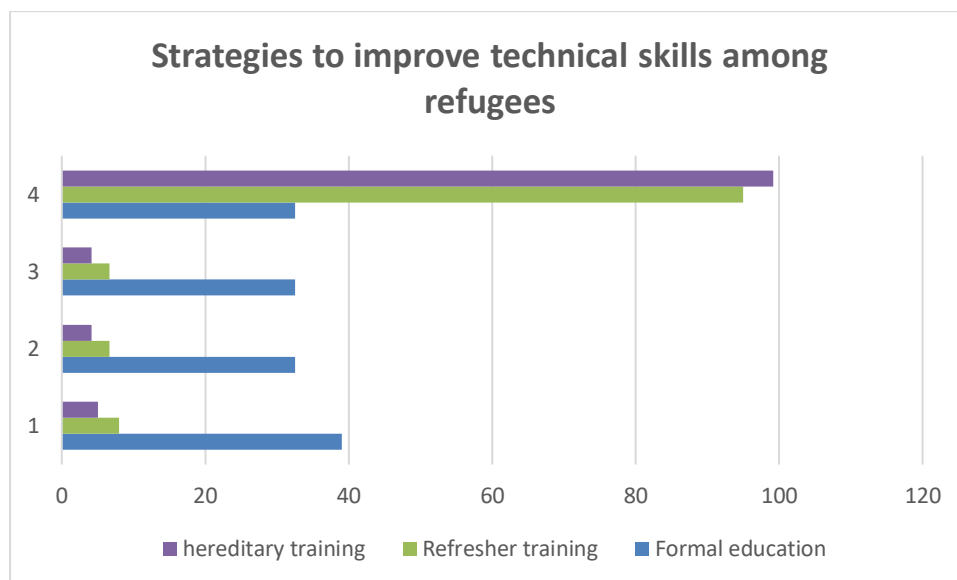


Figure 4 strategies for improving technical skills among owners of agribusiness enterprises

The bar chart above shows the strategies through which technical skills (knowledge and vocational skills) among refugees operating agribusiness enterprises can be improved. The strategies include; hereditary training using the families system (99%), refresher courses (92%), peer to peer education (88%) and formal education (39%). This reveals that hereditary training is paramount in the survival of agribusiness enterprises because skills are being transferred from one generation to another. Similarly, refresher courses are useful in strengthening the abilities of respondents to undertake their businesses.

4.0. DISCUSSION OF RESULTS

This study determined the managerial skills applied by refugees operating agribusiness; the effect of managerial skills on the performance of the agribusiness enterprises and strategies to improve managerial skills of refugees operating agribusiness enterprises.

The first objective of the study was to determine the managerial skills applied by refugees operating agribusiness in Kyaka II refugee camp. The study revealed that conceptual skills, technical skills and human relations skills were assessed as satisfactory and are key elements of managerial skills. These results confirmed (Dijkhuizen et al., 2016; Gorgievski et al., 2010; Rauch & Frese, 2007) who affirm that more emphasis should be placed managerial skills, awareness raising and passion in advancing entrepreneurship among for refugees. However the findings contradicts most of the reviewed literature where experts have attribute the high fatality rate of MSE agribusinesses to failure by entrepreneurs to apply managerial skills in their day ventures. ((Turyahebwa et al., 2013). Furthermore, the use of rudimentary management practices, as opposed to mainstream management practises has been applauded by a section researchers as having a direct impact on the success of these enterprises. (Mano et al., 2012). Although most entrepreneurs are found to have strong ideas and technical skills, they generally lack problem solving, critical thinking, interpersonal and communication they lack necessary to survive in a competitive business climate. (Hove & Tarisai, 2013)

The second objective of this study was to establish the effect of managerial skills on the performance of MSE agribusinesses in Kyaka II refugee camp. Three hypothesis were tested: The null hypotheses which stated that there is no relationship between managerial skills and performance (profitability) of MSE agribusiness was the null hypothesis was rejected and the alternative hypothesis was accepted. Managerial skills have an effect on the performance (profitability) of the agribusiness enterprises in kyaka 11 refugee settlement. This finding can be explained by the fact that owner involvement in monitoring the level of inventory significantly affects profitability (Prijadi & Desiana, 2017). However firm size, growth, financial risks as well as innovation activity have been identified as key profit driver in any given firm. (Zouaghi et al., 2016). While profit may be the main motivation for economic immigrants, for refugees, the goal is to integrate with the host communities (Kachkar, 2019). Perhaps this explains why there is generally paucity of data of managerial skills and performance of MSE agribusiness enterprises in refugee camps.

The third objective of the study was the strategies to improve managerial skills of refugees operating agribusiness enterprises. Respondents proposed the following strategies to improve managerial competences among refugees; Human relations skills; active listening, integrate space for anger and frustration programming, ensuring confidentiality and paying attention to culture. These finding align with the study conducted by Stewart et al., 2015 where participants expressed feelings of isolation, loneliness, and stress as a result of migration and new motherhood. The findings emphasized the importance of further research into the consequences of refugees' stressful experiences on parenting, as well as the possible significance of social support in alleviating the effects of stress among refugee new parent. Technical skills (knowledge and vocational skills) acquisition strategies included; hereditary training using the families system, peer to peer education and formal education. This reveals that hereditary training is paramount in the survival of agribusiness enterprises because skills are being transferred from one generation to another. Similarly refresher courses are useful in strengthening the abilities of respondents to undertake their businesses (Bakewell, 2008; George et al., 2016).

Due to the nature of the study environment, the above findings are similar to the literature evaluated. Globally, refugees encounter similar obstacles, such as a lack of education, financial resources, and cultural shocks. As a result, it is not surprising that the findings tend to align with the evaluated literature. However, there are distinctions in research strategy, tools, and data analysis methodologies.

In conducting this study, the researcher encounters several limitations among which were; respondents being reluctant in answer the questionnaire due to the restrictions and suspicion owing to the vulnerability of the population of study. Secondly, there was very limited time and resources to collect the qualitative data therefore the study missed out on key data from focus group informants and the researcher was not skilled in the use of EPI info. This made it difficult to analyze qualitative data.

REFERENCES

1. Aslan, M., & Pamukcu, A. (2017). Managerial competencies and impact on management levels. *International Journal of Advanced Research in Management and Social Sciences*, 6(9), 1-15.
2. Awino, Z. B. (2013). Strategic planning and competitive advantage of ICT small and medium enterprises in Kenya. *Business and Management Horizons*, 1(1), 191-204.
3. Bakewell, O. (2008). 'Keeping them in their place': The ambivalent relationship between development and migration in Africa. *Third World Quarterly*, 29(7), 1341-1358.
4. Barakat, N. (2007). Interpersonal skills. *Libyan Journal of Medicine*, 2(3), 152-153.
5. Betts, A., Chaara, I., Omata, N., & Sterck, O. (2019). Refugee economies in Uganda: what difference does the self-reliance model make?
6. Dereli, D. D. (2015). Innovation management in global competition and competitive advantage. *Procedia-Social and behavioral sciences*, 195, 1365-1370.
7. Easton-Calabria, E., & Omata, N. (2018). Panacea for the refugee crisis? Rethinking the promotion of 'self-reliance' for refugees. *Third World Quarterly*, 39(8), 1458-1474.
8. Garikai, B. (2011). Growth of SMEs in Developing Nations. *Special Reference to AGOA*.
9. Gatuhu, R. N. (2013). *The effect of credit management on the financial performance of microfinance institutions in Kenya* University of Nairobi].

10. Gentry, W. A., Harris, L. S., Baker, B. A., & Brittain Leslie, J. (2008). Managerial skills: What has changed since the late 1980s. *Leadership & Organization Development Journal*, 29(2), 167-181.
11. George, G., Corbishley, C., Khayesi, J. N., Haas, M. R., & Tihanyi, L. (2016). Bringing Africa in: Promising directions for management research. In (Vol. 59, pp. 377-393): Academy of Management Briarcliff Manor, NY.
12. Hove, P., & Tarisai, C. (2013). Internal factors affecting the successful growth and survival of small and micro agri-business firms in Alice communal area. *Journal of Economics*, 4(1), 57-67.
13. Kachkar, O. A. (2019). Refugee entrepreneurship: empirical quantitative evidence on microenterprises in refugee camps in Turkey. *Journal of Immigrant & Refugee Studies*, 17(3), 333-352.
14. Kaiser, T. (2006). Between a camp and a hard place: rights, livelihood and experiences of the local settlement system for long-term refugees in Uganda. *The Journal of Modern African Studies*, 44(4), 597-621.
15. Karlan, D., & Zinman, J. (2011). Microcredit in theory and practice: Using randomized credit scoring for impact evaluation. *Science*, 332(6035), 1278-1284.
16. Kwizera, R., Musaazi, J., Meya, D. B., Worodria, W., Bwanga, F., Kajumbula, H., Fowler, S. J., Kirenga, B. J., Gore, R., & Denning, D. W. (2019). Burden of fungal asthma in Africa: A systematic review and meta-analysis. *PLoS one*, 14(5), e0216568.
17. Mano, Y., Iddrisu, A., Yoshino, Y., & Sonobe, T. (2012). How can micro and small enterprises in Sub-Saharan Africa become more productive? The impacts of experimental basic managerial training. *World Development*, 40(3), 458-468.
18. Nasir, A. N. M., Ali, D. F., Noordin, M. K. B., & Nordin, M. S. B. (2011). Technical skills and non-technical skills: predefinition concept. Proceedings of the IETEC'11 Conference, Kuala Lumpur, Malaysia,
19. Nazari, R. (2018). The role of management skills in the selection of management model by sports managers. *Annals of Applied Sport Science*, 6(1), 57-64.
20. Ngobi, S. E. (2015). *Factors Affecting Academic Performance in UPE Schools in Uganda: A case study of Buyende Town Council* Uganda Management Institute].
21. Pascal, N. A., Byamukama, G., & Osunsan, O. K. (2022). Book Keeping on SME Performance in Munuki Payam-Juba Central Equatoria State, South Sudan. *Cross Current Int J Econ Manag Media Stud*, 4(5), 95-104.
22. Peterson, T. O., & Van Fleet, D. D. (2004). The ongoing legacy of RL Katz: An updated typology of management skills. *Management decision*.
23. Pilar, P. (2021). OECD SME and Entrepreneurship Outlook 2021 OECD SME and Entrepreneurship.
24. Prijadi, R., & Desiana, P. (2017). Factors Affecting the Profitability and Growth of Small & Medium Enterprises (SMEs) in Indonesia. *International Journal of Economics & Management*, 11.
25. Rehman, A. A., & Alharthi, K. (2016). An introduction to research paradigms. *International Journal of Educational Investigations*, 3(8), 51-59.
26. Stewart, M., Dennis, C.-L., Kariwo, M., Kushner, K. E., Letourneau, N., Makumbe, K., Makwarimba, E., & Shizha, E. (2015). Challenges faced by refugee new parents from Africa in Canada. *Journal of immigrant and minority health*, 17, 1146-1156.
27. Turyahebwa, A., Sunday, A., Aluonzi, E., Yahaya, B., & Sumil, N. (2013). Business efficiency in Small and Medium Enterprises (SMEs) in selected districts in western Uganda.
28. Tushabomwe-Kazooba, C. (2006). Causes of Small Business Failure in Uganda: A Case Study from Bushenyi and Mbarara Towns 1.
29. UBOS, U. (2017). Uganda Bureau of Statistics Statistical Abstract. In: Kampala: Government Of Uganda.
30. Werker, E. (2007). Refugee camp economies. *Journal of Refugee Studies*, 20(3), 461-480.
31. Zouaghi, F., Hirsch, S., & Garcia, M. S. (2016). *What drives firm profitability? A multilevel approach to the Spanish agri-food sector*.