## IMPACT OF ENTREPRENEURIAL COMPETENCIES ON FINANCIAL PERFORMANCE OF FURNITURE MANUFACTURES IN KURUNEGALA DISTRICT

By
S.C.S. SENASINGH
Reg. No. EU/IS/2011/COM/37
Index No. COM 1327





A Project Report Submitted to the Faculty of Commerce and Management,

Eastern University, Sri Lanka as a partial fulfillment of the requirement of the

Degree of Bachelor of Commerce

Department of Commerce
Faculty of Commerce and Management
Eastern University, Sri Lanka
2017

## **Abstract**

This study is aimed at investigating the impact of the entrepreneurial competencies on the financial performance of Small and Medium-sized Enterprises (SMEs) under the context of furniture manufacturing industry in Kurunegala district. Based on literature review, a theoretical model relating entrepreneurial characteristics from a competency approach to the performance of SMEs has been developed. The empirical research involved quantitative stages. Data were collected from 100 owners of SMEs in the field of furniture manufacturing industry in Kurunegala district. The ten groups of competencies including opportunity, organizing, analytical, innovative, relationship, strategic, commitment, operational, personal strength and human competencies were identified. Chapter five focused on presentation of data which collect for the study by using of questionnaires, and analysis of the data. The data analysis includes the analysis of reliability of the instruments used to collect data and the univariate, and bivariate analyses. Under the bivariate analysis, simple regression analysis was made to find out impact of independent variables (entrepreneurial competencies) on Dependent variable (financial performance). The findings of the study show that all the competencies are required by entrepreneurs of furniture manufacturing industry to enhance the performance of their firms. Above all competencies have significant impact on the financial performance of the furniture manufacturing companies in Kurunegala district. Therefore in the long run also, entrepreneurs should focus on all the competencies for better future performance.

Keyword: SME, Entrepreneurship, Competencies, Firms-Performance

## TABLE OF CONTENTS

Acknowledgement	I
Abstract	II
Table of Contents	III
List of Tables	VII
List of Figures	VIII
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem statement	3
1.3 Research Question	3
1.4 Research Objectives	4
1.5 Significance of the Study	5
1.6 Scope of the Study	6
1.7 Summary	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Introduction.	7
2.2 Entrepreneur.	7
2.3 Entrepreneurship.	8
2.4 The concept of competencies.	8
2.4.1 Applying Competency Approach to Entrepreneurship	12
2.4.2 Areas of Entrepreneurial Competencies	16
2.4.2.1 Opportunity Competencies	16
2.4.2.2 Strategic Competencies	17
2.4.2.3 Organizing and Leading Competency	17
2.4.2.4 Relationship Competencies.	18
2.4.2.5 Commitment Competencies	18

2.4.2.6 Conceptual Competencies	18
2.4.2.7 Learning Competency	19
2.4.2.8 Personal Competency	19
2.4.2.9 Technical Competency	20
2.4.3 Entrepreneurial Competencies and Business Success	20
2.5 Small and Medium Enterprises in Sri Lanka	21
2.5.1 Small and Medium Enterprises in Kurunegala district	22
2.6 Firm Performance	22
2.6.1 Entrepreneurial Competencies and Firm Performance	22
2.7 Chapter Summery	23
CHAPTER THREE	24
CONCEPTUALIZATION AND OPERATIONALIZATION	24
3.1 Introduction	24
3.2 Conceptualization	24
3.2.1 Entrepreneurial Competencies	26
3.2.2 Firm Performance and Financial performance	31
3.3 Operationalization.	31
3.4 Summary	33
CHAPTER FIVE	46
DATA PRESENTATION AND ANALYSIS	46
5.1 Introduction	46
5.2 Analysis of Reliability of the Instruments	46
5.3. Frequency Analysis	48
5.3.1 Frequency Analysis of respondents' Personal information	48
5.3.1.1 Age	48
5.3.1.2 Gender	49
5.3.1.3 Marital status	50
5.3.1.4 Age when started the business	51
5.3.1.5 Education level	52
5.3.1.6	54
5.4 Univariate Analysis	56
5.4.1 Mean and Standard deviation for entrepreneurial competencies of furn	niture manufactures
	56

5.4.1.1. Mean and standard deviation of Opportunity competencies
5.4.1.2. Mean and standard deviation of Relationship
5.4.1.3. Mean and standard deviation of analytical competencies
5.4.1.4. Mean and standard deviation of Point of innovative competencies59
5.4.1.5. Mean and standard deviation of operational competencies
5.4.1.6. Mean and standard deviation of human competencies
5.4.1.7. Mean and standard deviation of strategic competencies
5.4.1.8. Mean and standard deviation of commitment competencies
5.4.1.9. Mean and standard deviation of learning competencies
5.5. Bivariate Analysis
5.5.1 Correlation Analysis
5.5.1.2. Relationship between independent dimension and depended variable
5.2.2.1 Relationship between opportunity and firm performance
5.5.2.2. Relationship between relationship and firm performance
5.5.2.3. Relationship between Analytical and firm's performance
5.5.2.4. Relationship between point of innovative and firm's performance69
5.5.2.5. Relationship between operational and firm's performance69
5.5.2.6. Relationship between human competencies and firm's performance70
5.5.2.7. Relationship between strategic competencies and firm's performance71
5.5.2.8 Relationship between commitment competencies and firm's performance71
5.5.2.9 Relationship between learning competencies and firm's performance72
5.5.2.10 Relationship between personal strength competency and firm's performance
5.6.1 Regression Analysis 73
5.6.2 Simple Regression Analysis
5.7 Summary
CHAPTER SIX
DISCUSSION 74
6.1 Introduction
6.2 Discussion Personal Information
6.2.1 Age Distribution
6.2.2 Gender
6.2.3 Marital Status Distribution

6.2.4 Age when started the business
6.2.5 Educational Level Distribution
6.3 Discussion of Research Information
6.3.1 Entrepreneurial Competencies
6.4 Discussion of Correlation Analysis and Regression Analysis
6.4.1 Relationship between opportunity competency and firm performance76
6.4.2 Relationship between relationship competency and financial performance77
6.4.3 Relationship between analytical competency and firm performance
6.4.4 Relationship between innovative competency and firm performance
6.4.5 Relationship between operational competency and firm performance79
6.4.6 Relationship between human competency and firm performance
6.4.7 Relationship between strategic competency and firm performance81
6.4.8 Relationship between commitment competency and firm performance
6.4.9 Relationship between learning competency and firm performance
6.4.10 Relationship between personal strength competency and firm performance83
6.4.11 Relationship between overall entrepreneurial competency and firm performance84
6.5Summery
7. CHAPTER SEVEN86
CONCLUSIONS AND RECOMMENDATIONS86
7.1 Introduction
7.2 Conclusion
7.3 Recommendations
7.4 Limitations of the Study and Suggestions for future studies
7.5 Implication of the Study90
7.6 Summery
8. References
9. Appendix99
Appendix
Appendix - 1: The Questionnaires used for the study99
Appendix - 2: The Sinhala Questionnaires used for the study