



THE RELATIONSHIP BETWEEN FEMALE MANAGEMENT SKILLS AND INSTITUTIONAL SUPPORT ON PERFORMANCE OF SMALL SIZED ENTERPRISE (SEs) IN EGYPT

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Abstract

Small sized enterprises (SEs) have usually been perceived as a dynamic force for sustained economic growth and job creation in third world countries "developing countries". In Egypt, the main findings of the census show that there is a high concentration of SEs at different levels. Firstly, the geographical distribution of SEs is significantly skewed since almost half of them are concentrated in few governorates. Secondly, they are chiefly operating in two economic activities, namely manufacturing and trade. Thirdly, a very few firms are exporting. The researchers depended on secondary data related to the problem of the research, and primary data ,which collected by designing questionnaire from sample size 384 , valid response rate (77%), tested through (3) hypothesis, by using statistical analysis. The researchers showed results, "There is a positive effect of female management skills on economic performance of small sized enterprise" is supported, "There is a positive effect of institutional support on economic performance of small sized Enterprise" is supported, and "There is a significant differences between economic performance of small sized enterprise according to the project's demographic variables" is partially supported. Finally suggested recommendations: The government should give more interest from the institutional support to establish Marketing plans for SEs products, as well as Marketing training courses before providing the licenses to SEs owners/Manager. By governmental rules, all SEs have to be under an umbrella of financial

inclusion. to gain benefits from financial governmental support, Launching a platform by Central Bank of Egypt to communicate with SEs managers/owners due SEs operational, managerial, financial issues as well as challenges, and how to deal with these problems, Cooperate with governmental Egyptian- national Universities (Faculty of Engineering) to be a think tank to SEs with respect to technical support programs which the government is launching, and, finally, Establishing a one – stop shop for SEs and entrepreneurs to serve their needs from idea generation up to efficiently managing and sustaining their business.

Keywords: Egypt, Management Skills, Institutional Support, Female, Small Sized Enterprise

INTRODUCTION

Today's organizations operate in a very difficult environment due to economics challenges, technology advances, competition, and globalization. In addition, organizations and managers are increasingly aware that they face a future of rapid and complex challenges. This wave of future oriented uncertainty, coupled with individual demands for increased participation at all levels of the organization, dramatically changed perceptions of leadership, specifically with regard to the respective roles played by the leader and the follower (Isaga, 2018).

Small size enterprises (SEs) have become of particular concern to all governments in developing countries because of their effective role in supporting the national economy. This is true, since the small businesses contribute to the national production, employment, standard of living, and society welfare. They are also responsible for a high proportion of innovations in products. However the proportion of failure in small businesses is high even in developing countries (Bonté et al., 2013).

The managerial skills which manager must acquire, then seeks to transfer them to employees, that includes ; planning, organization, communication, and other necessary skills ,which are extremely essential, to carry out administrative tasks such as planning, analysis, decision-making and other basic functions (Thongsennheuang, 2012 and Bianchi et al., 2015).

In light of the growing interest in Previous Studies concerning the reasons of SEs failure, it is clear that the lack of managerial skills among SEs female managers were of the main reasons for this failure. Rising in the number of women managers in recent years has stirred debate about whether their management characteristics are in any way different from their male counterparts. Most researchers tend to analyze these gender differences within large organizations, but, the researchers believe that if these skills are available among SEs female managers, it will positively affect the level SEs development in Egypt. Micro, small and medium sized enterprises (MSMEs) have usually been perceived as a dynamic force for sustained

economic growth and job creation in developing countries. From a social viewpoint, SEs secure livelihood for a large and ever expanding segment of the population.

As per the Commissioned the Central Agency for Public Mobilization and Statistics-CAPMAS, in Egypt, there are around 2.5 million SMEs representing 75% of the total employed workforce and 99% of non-agricultural private sector establishments. Despite their importance, they are still facing several problems, in particular access to finance which a typical challenge in developing countries. In fact, 70% of non-OECD countries report SMEs financing gap compared to 30% in OECD ones. Therefore, reducing that financing gap among SMEs in low-income countries should increase the incentive of SMEs creation and consequently improve economic growth and increase job creation. In addition, improving the access to finance of SMEs is significantly important in promoting entrepreneurship and innovation.

Research Terminologies:

- SEs:

In general, the concept of small enterprise refer to: A project or a company that uses limited capital and a small number of workers, its ownership is independent from management, independent in terms of ownership and operation, and is not controlled in its industry. Wheelen and Hunger (2006).

In Egypt, there was no formal definition of SEs projects until the SMEs Development Law was passed in 2004. In the view of some, when defining these projects, a distinction should be made between small and medium-sized industries, handicraft industries and productive household industries, especially those based on individual effort and acquired skills. .Source: The Central Bank of Egypt (CBE)

The Ministry of Economic Development and Planning in Egypt defined SEs as: "An independent entity in ownership and management, operating in a competitive market and in a local environment, with capital starting from 10,000 Egyptian pounds".

The importance of SEs for modern economies is summarized as follows: Technical Innovation, Increased Employment Rate and, Better Competition for Sake of Consume.

- Management Skills:

The following are a number of managerial skills that should be enjoyed by SEs managers (e.g., the material and moral motivation of the project workers, and their guidance and direction to get the best level of performance, and the distribution of tasks so that everyone knows very well his job and attention to their training and skills development, and the diversity of control of the

project so as not limited to financial control. Many Variables such as Governmental Support should be considered.

-Performance:

Since the growing interest of all types of stakeholders in the company's activities in the event of recent competition, there have been a lot of studies in assessing the performance of companies. Companies struggle to achieve long-term benefits by applying sustainability activities as a key organizational strategy. Chabowski et al., (2011). A company, whose purpose is remarkably seen as an economic return, may be more easily exempted for reporting separately on a voluntary sustainability assessment.

Takla and Balab (2000) suggested that performance of companies generally focuses on the environmental, social and economic performance of sustainable development. At the same time, Schaltegger and Wagner (2006) described sustainability performance as corporate performance in all aspects and for all corporate sustainability engines.

The previous study shows the shortage of accountability for environmental, social and economic performance. Although there is a body of studies in assessing the sustainability performance of companies, there is still no universally agreed principle or standard. In general, there are some metrics that are commonly mentioned or applied by companies in choosing a sustainability performance assessment.

-Institutional Support:

Such as : Technology, Financial , Management , and Marketing enablement .

LITERATURE REVIEW

In this section, the researchers present some previous studies related to the managerial skills of SEs female entrepreneur on the economic outcomes of SEs in Egypt :

Hanggraeni et al. (2019) study aims to develop the role of internal and, external factors, and risk management, as the variables on MSMEs' economic performance. This research was conducted in underdeveloped regions of five provinces, which includes 14 cities in Indonesia East Java, West Sumatra, North Sumatra, West Nusa Tenggara, and East Nusa Tenggara. The Resource-based view and Market-based view methods were chosen to measure 1401 data of MSMEs. The data was collected using offline questionnaires then processed using SPSS. This paper demonstrates a remarkable outcome for MSMEs, showing the significant result of risk management factors that includes risk assessment of marketing and financial management. Other independent variables of internal, external, and risk management factors also show

important outcomes on MSMEs performance. This paper offers additional value of the implementation of ERM in MSMEs, which are spread in underdeveloped regions in Indonesia. The findings shown that the activities of the enterprises in identifying and managing risk would bring up the significant effect on operational business performances.

Pergelova et al., (2019) tested how digital technologies affect the international expansion of women-led SMEs. That has the ability to democratize entrepreneurship by providing access to knowledge of the international market and facilitating interactions with customers as well as partners. Based on a representative sample of 300 Bulgarian SMEs, the results showed that digital technologies positively impact the internationalization of SMEs through the intermediation of international market information. Moreover, they assume that women entrepreneurs will drive the potential effects of digital technologies more than their male counterparts.

Yartey (2019) aims to examine entrepreneurship financing among females in Accra focusing on the enabling and challenging factors. She employed qualitative research approach using exploratory and descriptive methods to achieve the objectives set out for the study. The main instrument employed was semi-structured interviews with twenty (20) respondent size being owners of female run SMEs in different fields within Accra. Results established showed that female run SMEs derive funding from various sources like family contribution, loans, personal savings and plough back profit with the major one being family contribution. Similarly, Results revealed that presence of factors like reduction in interest rate, provision of financial support for female SMEs, education, skills development and training for female SMEs are necessary for obtaining improved pace of female led SMEs in the city and the country as whole.

Dladla and Mutambara (2018) study critically assesses the impact and effectiveness of the training and support interventions provided to small businesses through the EPWP in South Africa. The study employs a quantitative research method due to the size, availability, and ease of access of the participants, and the entire population of 20 small businesses, supported by the EPWP in the Pretoria region, was sampled. A questionnaire-based survey was conducted. The study demonstrates that the training intervention provided by the EPWP has a positive impact and achieves its intended goal of enhancing the business management skills of participants. It also revealed an interesting outcome, that the majority of the participants are women. The study looked at both global and South African perspectives on small business support, The findings of the study revealed that the training and support interventions provided by the Expanded Public Works Program (EPWP) to small businesses has a positive impact and is effective. The study further revealed certain areas that need attention, such as "after-service" support, follow-ups on the supported small businesses.

Abd El Maged (2018) study examines the impact of technological, organizational and environmental (TOE) drivers on sustainable manufacturing practices (SMP), and the influence of these practices on competitive capabilities (quality, cost, delivery and flexibility). The model is empirically validated by means of the partial least squares approach to structural equation modeling (PLS-SEM) based on survey data from a spectrum of Egyptian small and medium enterprises (SMEs). The findings demonstrate that environmental pressures from stakeholders, management support and the engagement of employees all of which positively influences small medium projects (SMP). , The study find that technology infrastructure, technology competence, and environmental regulations do not significantly affect SMP. Interestingly, the relationship between SMP and the competitive capabilities of Egyptian SMEs is positively significant.

Malsios *et al.*, (2018) intended to assess the relationship between social, environmental and operational practices and performance with financial performance, focusing on small-and medium-sized enterprises (SMEs).The study seeks to establish a relationship between the sustainability and the financial performance of SMEs in terms of economic development, as expressed by the indicators of turnover and business growth. A dataset derived from 119 British, French as well as Indian firms is utilized and links between sustainability and the financial performance of SMEs were examined. Bayesian regression modeling was chosen and a model comparison approach followed in order to assess the robustness of the results to the specific choice of analysis with respect to the shape of the dependent variable's distribution. Overall findings indicated a robust regression results especially for the highly significant covariates. A significant positive association between certain items of sustainability and firms' financial performance is identified as found that different indicators of sustainability display associations with the two economic indicators and adoption of the former may influence SMEs performance.

Ahmed (2018), research study aims to assess the face validity and reliability of the construct of skills set and explore quantitatively a small sample of data on the determinants of performance of MEs in Punjab, Pakistan. The survey method approach was adopted to collect the data from MEs' owners or managers through (41) usable questionnaires and adopted the stratified random sampling method. Therefore, validity and reliability of the instruments were examined through panel of experts from industry and academia, and also small sample of the data analyzed by using SPSS. While, results confirmed the reliability and face validity of the adapted instruments in the pilot study.

However, Irwin *et al.*, (2018) found that the studies do not extensively examine the role of human resources, which are more important for SMEs, in the performance relationship. Therefore, Irwin *et al.*, examine The Knowledge Based View (KBV) of the company, which

focuses on generating knowledge and applying it as a source of competitive advantage. Specifically, they examine the impact on the performance of SMEs on the interactions of the EO with HR Outsourcing and Strategic Human Capital (HC). The results show that strategic HC mitigates the relationship between EO and SMEs performance; moreover, HRO use is important for SMEs with a competitive advantage based on HC.

Bryson and Forth, (2018) examine the impact of management practices on firm performance among SMEs in Britain over the period 2011 -2014, using a unique dataset which links survey data on management practices with firm performance data from the UK's official business register. results show that SMEs are less likely to use formal management practices than larger firms, but that such practices have demonstrable benefits for those who use them, helping firms to grow and increasing their productivity. The returns are most apparent for those SMEs that invest in human resource management practices, such as training and performance - related pay, and those that set formal performance targets

While Isaga (2018), focused on the study of the relationship between personality traits and the performance of small and medium enterprises (SMEs) in the furniture sector in Tanzania, and the study of the impact of cognitive characteristics as an intermediary variable. A total of 300 SMEs in the furniture sectors from four different regions in Tanzania participated in this study. It was found that personality traits have a significant impact on the performance of SMEs through cognitive characteristics.

Although environmental and social objectives have been identified as key objectives for SMEs, existing literature lacks explanations on how to achieve these goals along with sound economic outcomes. Based on survey data for 297 SMEs in the Netherlands, Eikelenboom and De Jong (2018) argue that the sustainability economic performance of SMEs should be addressed through an ongoing adaptation process that can be facilitated by dynamic capabilities. They suggest that in the unique position of SMEs integration, dynamics can drive social, environmental and economic performance simultaneously.

Youssef et al., (2018) argue that the decision-making strategy is a more important indicator of the sustainable performance of SMEs. However, social intelligence has not been found as an important supervisor for the relationship of sustainable performance of decision-making through the use of data from a survey of 91 technology-based SMEs (TBS) in Malaysia and using structural equation modeling techniques to analyze data. A new tool has been proposed to measure all three variables of decision-making strategy in the field of entrepreneurship, social intelligence, project performance, and support their proposal.

Lopa and Tarun, (2017) study aims at investigating the relationship between the entrepreneurial characteristics and the performance of small and medium-sized Enterprises

(SMEs under the context of manufacturing industry in Khulna). 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 or managers of SMEs in the field of manufacturing industry in Khulna. The six groups of competencies; opportunity, organizing, relationship, strategic, commitment, and conceptual competencies were identified. The findings of the study show that all the competencies are required by entrepreneurs of manufacturing industry to enhance the performance of their firms. Among them, opportunity, organizing, relationship, and strategic competencies have significant impact on the performance of the firms. Other two competency areas-commitment and conceptual competencies are not significant for firm performance at this moment. But in the long run, entrepreneurs should focus on all the competencies for better future performance.

Ciochina *et al.*, (2016) study aims to investigate the standpoints of small and medium-sized enterprises (SMEs) entrepreneurs on different facets. The emphasis was laid on the entrepreneurs' approaches towards people, and profit and on their prioritization within business dynamics. With a view to testing the advanced hypotheses, they employed a quantitative perspective relying on a questionnaire-based survey. A total of 147 Romanian small and medium businesses were contacted to take part in a survey regarding the influence of sustainable entrepreneurship approaches on business performance. The database with the entrepreneurs' contacts was retrieved from a national program for SMEs. 109 valid questionnaires were retrieved, yielding a response rate of (74.14 %). Questionnaires were sent on the entrepreneurs' e-mails after initially receiving their consent to take part in the survey. The results applied to the context of Romanian SMEs, the model of study accounts for (45.8 %) of variance in business performance understood in terms of profitability, effectiveness, competitiveness, sustainable entrepreneurship approaches towards people generated a significant positive influence on business performance ($\beta = 0.45$, $p < 0.001$).

Van Scheers (2016) aims to manage the risk of community participation project, and to improve the management skills of SMEs owners in the Tshwane community to reduce the high failure rate of SMEs. Van Scheers found several risk categories such as (Community Participation Quality Project, Quality of Staff and Students Participating in Community Engagement Initiatives, Financial Planning, Expense Management, Quality Communication and Community Engagement Profile). The results emphasized the need to acquire the number of management skills for managers of SMEs (empowerment, change, mentoring, influencing behavior, and collaboration) which are classified as Management skills.

Asah et al., (2015) purpose of the study was to empirically investigate the impact of motivation, personal values and managerial skills of managers on the performance of small and medium enterprises (SMEs) in South Africa. The findings revealed significant positive relationships between motivations, personal values and managerial skills of SMEs owners on performance. Research limitations implications included –access to external finance (debt or equity) as one of the factors that can impact the performance of growing SMEs. The non-accessibility of debt finance from commercial banks and trade creditors is seen as one of the major contributing factors to the failure of SMEs in South Africa. This study did not link access to finance to performance. Practical implications showed the failure rate of SMEs is very high in South Africa In an attempt to identify mechanisms to enhance the competitiveness of SMEs.

Bianchi et al., (2015) Confirmed that performance management (PM) systems has a crucial role for steering small-medium enterprises (SMEs) to successfully compete during the ongoing critical economic transition. To improve decision-maker strategic learning processes, traditional (PM) frameworks need to be combined with system dynamics (SD) modeling. Which indicating the importance of managers having many high managerial and marketing skills to ensure the implementation of this system and support their competitiveness.

Thongsennheuang and Wonglorsaichon, (2013) studied the effect of moderator of social skills on a change between managerial skills and the performance of small and medium enterprises in Thailand. They found that managerial skills has positive direct effect on SMEs performance which consisted of cost reduction, customer growth and sale growth. The social skills has an effect on the change between managerial skills and SMEs performance. Finally, the leadership skills were the most important skill with the highest influence on SMEs performance. So they recommended that entrepreneurs prepare themselves before they start up their new business. According to the business developing stage, they should improve managerial skills and social skills.

Madatta (2011) aimed at examining the factors that may impact success of the business in the two municipals of Ilala and Temeke SMEs. The study examined the extent to which entrepreneurial competence influenced business success in SME's. The study was conducted at Ilala and Temeke Municipals.. The study comprised 60 SMEs, 30 from each municipality. The study used random sampling since SMEs are many and scattered in wide geographical area. The findings of the study showed that business or entrepreneurial failures are mostly attributed to inadequacy of financial resources. And that one of the other serious impediments is the limited capacity of people who start and operate the businesses, and that managerial competencies will have a major impact to SMEs in Tanzania. Therefore, it is crucial for the government of Tanzania and SIDO to take note of the challenges hampering SMEs since it has

been depicted that SMEs are unable to realize their full potential, the impact of incompetent personnel, and the effects on the business environment.

El Asmar (2008) study was conducted to identify the degree of existence the administrative skills in the content of "The School Administration Program for the new Female Administrators and Assistants" which introduced by the General Administration for the Educational Training at the Ministry of Education, Makkah during 1423-1424, and to highlight the level of the program's participants practice of these skills. It also examined the effect of existence of these skills in the program's content on the level of the participant's practice of the process of school administration. Planning and evaluation skills were existed at a low degree in the program's content, teachers and start members perceived the level of their administrators and assistants practice of planning, organization, and direction skills were in an average degree. However they perceived the level of their administrators and assistant's practice of the evaluation skills were low. Moreover, there was no effect of the existence of the administrative skills in the program's content on the level of the participant's practice of the process of school administration.

Small Enterprises (SEs) make up the majority of businesses in the United States; therefore, issues that affect their performance are important to many stakeholders. One of the factors that enhance the company's performance is the company's adoption of Project Orientations.

Commenting on Previous Studies

After reviewing various studies that explored the area of managerial skills among SMEs managers on SMEs sustainable economic performance, the researcher came to the following facts :

The previous studies related to the subject of the study were reviewed and varied between Arabic and foreign studies.

Studies in the field of study have witnessed great interest of researchers in the recent period and seek to benefit from them in contemporary business organizations of SMEs

Previous studies contributed to the identification of management skills of managers of small and medium enterprises in several different fields, while this study examined the effect of availability of managerial skills among SMEs female managers on SMEs economic performance.

Studies have shown that most companies are underperforming due to lack of management skills and experience. In small businesses, the owner is often the manager.

Previous studies have shown that the performance of SMEs is closely related to the previous work experience of the owner – manager, and the financial resources of the project.

Literature confirmed the importance of the availability of managerial, and leadership skills among entrepreneurs so that SMEs can succeed, compete and continue in the current market and expand in the future

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Most companies are underperforming due to lack of management skills and experience. In small businesses, the owner is often the manager .

There is no Egyptian study the research found it examined the effect of managerial skills among SEs female managers on SEs economic performance, which the current study seeks to.

EXPLORATORY EVIDENCES

In light of the researcher practical professional context, in terms of the direct contact with female managers SEs in Egypt (Cairo governorate), the researcher concluded from some interviews held with them during workshops, conferences, and exhibitions the difference of managerial skills from one to the other along with variations in their business results. That prompt the researcher to think about the impact of that difference on SEs economic performance.

RESEARCH PROBLEM AND RESEARCH QUESTIONS

In recent years, there has been a growing interest in women's issues in general and in their roles, status and factors affecting them, in view of the increasing awareness of the importance of their roles in society. Despite the importance of SEs in Egypt, the institutional (ecosystem) environment is unclear and unorganized. As well as the lack of new graduates and potential entrepreneurs for managerial and logistical skills may be one of the possible causes of the failure of many SEs. Accordingly, the research problem is "the low level of economic performance of small enterprises SEs in Egypt .

Accordingly, the research questions could be expressed as follows:

- RQ 1. What are the managerial skills SEs female managers of female entrepreneurs women Entrepreneurs business management skills dynamic capabilities entrepreneurial characteristics.
- RQ 2. What is the relationship between managerial skills and SEs economic performance?
- RQ3. What is the relationship between institutional support and SEs economic performance?

Conceptual Model: Research Variables and Measurement

This research includes two types of variables as follows:

-Independent variables:

Managerial Skills

Planning

Power and Responsibility

Guiding and Influencing Behavior

Control

Institutional Support

- Technology,
- Financial,
- Management,
- Marketing.

- Dependent variables:

Performance

Each item will be measured using a five -points Likert scale ranking from strongly disagree to strongly agree.

Research Hypotheses

First hypothesis:

"There is a positive effect of female management skills on performance of small sized enterprise"

Second hypothesis:

"There is a positive effect of institutional support on performance of small sized enterprise"

Third hypothesis:

"There is a significant differences between performance of small sized enterprise according to the project's demographic variables".

Research Objectives

This research aims to reach the following objectives which are related to research topic .

- Gain greater understanding of how SEs female managers' managerial skills can affect SEs economic performance.

- Drawing attention to the importance of upgrade managerial skills among SEs female managers.
- Identify the major managerial skills and Institutional support that affect SEs economic performance..

Research Importance

The value of this paper value is derived from the following consideration: Increasing the awareness of the importance of SEs as a key driver affecting economic performance in Egypt. This research helps female managers to identify the appropriate management skills that affect SEs economic performance. According to the knowledge of the researcher there is a little research published in the area of SEs economic performance in Egypt.

RESEARCH METHODOLOGY

Research Population

The population of this research includes all female managers of small sized industrial, commercial or service enterprises, which operate through a separate place outside the house (factory / workshop / shop / etc.), located in Egypt. A sample of individuals withdrawn in light of a set of statistical assumptions (the availability of the characteristics studied in the research community represented 50%) and the degree of confidence in the expected results of the study is 95%, and the level of permissible sample error is $\pm 5 \%$), All types of projects in terms of nature of activity, financing and geographical location randomly sampled from the incubators of projects in Egypt.

Research Sample

For data collection and hypotheses-testing purposes, the researcher conducted the study by drawing a random sample from the population. The sample size(384) calculated according to this equation :

$$n = \frac{NZ^2 p(1-p)}{Ne^2 + Z^2 p(1-p)}$$

The sampling unit comprised of Egyptian SEs female entrepreneurs' owners / managers.

Data Collection Method

Secondary Data:

Used to help the researcher better define the concepts related to the study problem. There are many sources that were used in collecting the secondary-data which include:

- Publications of MSMEDA, Dissertations and theses, Periodicals, Textbooks, and Web sites.. .
- The Central Bank of Egypt (CBE)
- Commissioned the Central Agency for Public Mobilization and Statistics (CAPMAS) to conduct an SME nation-wide census, fully focusing on value added formal economic activities on a full census basis.
- The Center of Surveys and Statistical Applications (CSSA) at the Faculty of Economics and Political Science, Cairo University.

Primary Data:

Collected by designing a questionnaire that distributed among the sampling units, taking into consideration the major guidelines that should be considered while designing a questionnaire. A questionnaire-based survey was conducted.

This survey includes quantitative and qualitative characteristics of each company or unit. This includes identifying the number of employees, level of employees turnover, legal status, economic activity, level of exports, sales turnover, invested capital and the problems facing each company in dealing with banks as well as with different institutions, etc. The survey method approach was adopted to collect the data from SEs' owners or managers through (384) usable questionnaires and adopted the stratified random sampling method. Questionnaires were sent on the entrepreneurs' e-mails, personal interview., after initially receiving their consent to take part in the survey. Data were collected through the use of self-administered questionnaire in a survey.

Techniques of Data Analysis

Data management and analysis were performed using SPSS V. 22 for Windows. Throughout the statistical analysis, significance level of 0.05 was taken into consideration. Descriptive statistics was used to present the main characteristics of the sample. For the internal consistency of the scales, reliability analysis was performed and Coefficient alphas were taken into consideration.

In order to test the relationships among variables, Bivariate correlations were conducted. Finally, to test the hypotheses, Multiple Regression analysis was used to predict the effect of management skills and government support on economic outcomes of small sized enterprise. Additionally, One -Way ANOVA test was used to identify the differences in the level of economic outcomes of small sized enterprise according to the respondents' demographic characteristics.

ANALYSIS AND FINDINGS

The Response Rate

Table (1) Response rate

Distributed	Returned		Invalid		Valid	
	Frequency	%	Frequency	%	Frequency	%
384	319	83.1%	23	6%	296	77.1%

The total numbers of questionnaires that have been distributed were 384, and the returned ones were 319 questionnaires, the valid questionnaires that have been used in statistical analysis were totaled 296, so the response rate was 77%.

Validity and Reliability Analysis

Table (2) shows means, standard deviations, reliability coefficients and Correlation Coefficient. The reliability analysis of these factors revealed high internal consistency because The Cronbach alpha values for these factors are respectively 0.882, 0.766, and 0.711. That means all of these factors have high internal consistency.

Table (2) Means, standard deviations, reliability coefficients and Correlation of scales

Scale	Number of Items	Mean	SD	Alpha	Correlation Coefficient		
					1	2	3
Management Skills	8	3.871	0.912	0.882	1		
Institutional Support	8	3.415	0.821	0.766	0.426**	1	
Economic Performance of Small Sized Enterprise	3	4.105	0.861	0.711	0.563**	0.471**	1

** Correlation is significant at the 0.01 level (2 tailed).

Descriptive Analysis

In this part the researcher provide a profile analysis about the female entrepreneurs participants in the field study which describes their demographic attributes. The following demographic data were collected: Project field, Entrepreneurs Education, Establishment of the project, and the Project Location. The following table (3) summarizes the demographic data of the female entrepreneurs.

Table (3) Frequencies and Percentages of demographic data

Demographic Variables		Frequency	Percentage
Project field	Industrial	80	27
	Commercial	148	50
	Service	68	23
Total		296	100
Entrepreneurs Education	University Certificate	202	68.2
	Intermediate Certificate	74	25
	Prep School or less	20	6.8
Total		296	100
Establishment of the project	more than 5 years	74	25
	5 years and more than a year	148	50
	Less than a year	74	25
Total		296	100
The project Location	Cairo	137	46.3
	Alexandria	82	27.7
	Delta Egypt	60	20.3
	Upper Egypt	17	5.7
Total		296	100

Table (3) show that, A number of conclusions were reached; of the 296 Project, 27% were Industrial, 50% were Commercial and 23% were Service. The majority of this study's participants held a University Certificate (68.2%), but there were also different educational levels that the study's respondents represented (see table (3)). Also, it can be noticed that 50% of projects have been established between 1-5 years. It was also found that most of the sample was 46.3% for female entrepreneurs in Cairo, followed by Alexandria with a percentage of 27.7%.

Further, Table (2) shows that all the variables were at a high level, where entrepreneurs business management skills mean was 3.8, governmental support and citizenship mean reached 3.4, and finally the mean of economic outcomes of smalls enterprise was 4.1. As it can be seen in Table 2, which demonstrates the bivariate correlation analysis, a positive relationship between entrepreneurs business management skills and government support has been found ($r = -0.426$, $p < 0.01$). Results also showed that, there a strong positive relationship between entrepreneurs business management skills and economic outcomes of small Sized enterprise ($r = -0.563$, $p < 0.01$). Finally, a positive relationship between government support and economic outcomes of small sized enterprise has been found ($r = -0.471$, $p < 0.01$).

Hypothesis Testing

The relationship between Management Skills and Economic Performance of Small Sized Enterprise

In order to test the first hypothesis which assumes a causal relationship between entrepreneurs business management skills and economic outcomes of small sized enterprise, simple regression analysis was conducted. Results in Table (4) shows that entrepreneurs business management skills has a positive effect on economic outcomes of small sized enterprise ($p = 0.000 < 0.05$). According to this result, the first hypothesis "**There is a positive effect of management skills on economic performance of small sized enterprise**" is verified.

Table (4) Results of Simple Regression Analysis for Management Skills on Economic Performance of Small Sized Enterprise

Dependent Variable	Independent Variables	Beta	t	P
Economic Performance of Small Sized Enterprise	Management Skills	0.489	34.227	0.000
R= 0.563 ; R2= 0.378 ; F= 82.924 ; p= 0.000				

The relationship between Management Skills and Economic Performance of Small Sized Enterprise

For test the second hypothesis which assumes a causal relationship between Institutional Support and Economic Performance of Small Sized Enterprise, simple regression analysis was conducted. Results in Table (5) shows that Institutional Support has a positive effect on economic performance of small sized enterprise ($p = 0.000 < 0.05$). According to this result, the second hypothesis "**There is a positive effect of institutional support on economic performance of small sized enterprise**" is verified.

Table (5) Results of Simple Regression Analysis for Institutional Support on Economic Performance of Small Sized Enterprise

Dependent Variable	Independent Variables	Beta	t	p
Economic Performance of Small Sized Enterprise	Institutional Support	0.413	29.462	0.000
R= 0.471 ; R2= 0.391 ; F= 66.324 ; p= 0.000				

Besides that, Table (6) shows the results of multiple regression analysis which show that Management Skills and Institutional Support together have a positive effect on economic performance of small sized enterprise ($p = 0.000 < 0.05$).

Table (6) Results of Multiple Regression Analysis
for Economic Performance of Small Sized Enterprise

Dependent Variable	Independent Variables	Beta	t	p
Economic Performance of Small Sized Enterprise	Management Skills	0.493	26.249	0.003
	Institutional Support	0.347	22.334	0.000
R= 0.613 ; R2= 0.487 ; F= 89.642 ; p= 0.000				

Differences between Economic Performance of Small Sized Enterprise according to the project's demographic variables

The third hypothesis discusses the extent of differences between Economic Performance of Small Sized Enterprise according to the project's demographic variables. To verify the validity of this assumption, we used One – Way ANOVA, as shown in Table (7).

Table (7) Results of One –Way ANOVA for Differences between Economic Performance of Small Sized Enterprise according to Demographic Variables

Main variable	Demographic Variables	No	Mean	Std.	df	F	Sig.	
Economic Performance of Small Sized Enterprise	Project field	Industrial	80	3.224	0.215	2	64.133	0.000
		Commercial	148	3.915	0.621	293		
		Service	68	3.106	0.192	295		
		Total	296	3.415	0.821			
	Entrepreneurs Education	University Certificate	202	4.132	0.501	2	76.156	0.000
		Intermediate Certificate	74	3.152	0.116	293		
		Prep School or less	20	2.961	0.163	295		
		Total	296	3.415	0.821			
	Establishment of the project	more than 5 years	74	3.128	0.342	2	3.841	0.073
		5 years and more than a year	148	3.635	0.760	293		
		Less than a year	74	3.482	0.125	295		
		Total	296	3.415	0.821			
	The project Location	Cairo	137	4.112	0.652	3	52.491	0.005
		Alexandria	82	3.119	0.233	292		
		Delta Egypt	60	3.314	0.186	295		
		Upper Egypt	17	3.115	0.218			
Total		296	3.415	0.821				

Table (7) shows that there are significant differences between Economic Performance of Small Sized Enterprise according to the project's all demographic variables **Except** (Establishment of the project), at the level of statistical significance (0.05). Where commercial projects were better in Economic Performance , as well as good Economic Performance for projects owned by university graduates, in addition to that the projects in Cairo were better than others in economic performance Finally there are **no significant** differences between economic performance of small sized enterprise according to establishment of the project.

According to this result, the third hypothesis "**There is a significant differences between economic performance of small sized enterprise according to the project's demographic variables**" is partially supported.

CONCLUSION

This research seeks to provide evidence that managerial skills among female SEs managers is the key element of SEs economic performance in Egypt, data collected during October/November 2019. According to the current study, the relationship between female management skills and institutional support on performance of small sized enterprise in Egypt, the main results are as follows:

- The first hypothesis: "There is a positive effect of female management skills on economic performance of small sized enterprise" is verified.
- The second hypothesis: "There is a positive effect of Institutional Support on Economic Performance of Small Sized Enterprise" is verified .
- The third hypothesis: "There is a significant differences between economic performance of small Sized enterprise according to the project's demographic variables" is partially supported.

RECOMMENDATIONS

- 1- The government should give more interest from the institutional support to establish Marketing plans for SEs products, as well as Marketing training courses before providing the licenses to SEs owners/Manager.
- 2- By governmental rules, all SEs have to be under an umbrella of financial inclusion.to gain benefits from financial governmental support.
- 3- Launching a platform by Central Bank of Egypt to communicate with SEs managers/owners due SEs operational, managerial, financial issues as well as challenges , and how to deal with these problems.

4-Cooperate with Governmental Egyptian, national Universities (Faculty of Engineering) to be a think tank to SEs with respect to technical support programs which the government is launching.

5-Establishing a one – stop shop for SEs and Entrepreneurs to serve their needs from idea generation up to efficiently managing and sustaining their business.

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