



MAKERERE UNIVERSITY BUSINESS SCHOOL

**BRICOLAGE, SOCIAL NETWORKING, ENTREPRENEURIAL COMPETENCE AND
GROWTH OF SOCIAL ENTERPRISES IN KAMPALA DISTRICT**

BY

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PLAN A

DECEMBER, 2021

DECLARATION

I, **Karagwa Dorothy**, declare that this dissertation is my original work and has never been published or submitted in any Institution of learning / University for any award.

Signed.....*Dorothy*.....Date.....*23/12/2021*.....

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APPROVAL

This is to certify that this dissertation has been prepared with our guidance as Makerere University academic supervisors and it is ready for submission.

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DEDICATION

I dedicate this work to my mentor, my dad, mum, siblings and my friends for the over whelming support, comfort, guidance and encouragement they gave me towards my education.

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I wish to acknowledge my family especially my parents who have been of great help towards my education.

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LIST OF ACRONYMES

CBOs	Community Based Organizations
KCCA	Kampala Capital City Authority
USAID	United States Agency for International Development
USA	United States of America
UK	United Kingdom

ABSTRACT

The study was aimed at examining the relationship that exists between bricolage, social networking, entrepreneurial competence and growth of social enterprises. The study was guided by the following research objectives; to establish the relationship between bricolage and growth of social enterprises among Community Based Organizations (CBOs) in Kampala district, to establish the relationship between social networking and growth of social enterprises among Community Based Organizations (CBOs) in Kampala district and to establish the relationship between entrepreneurial competences and growth of social enterprises among Community Based Organizations (CBOs) in Kampala district.

A sample of 234 was selected from 558 Community Based Organizations (CBOs) operating in Kampala district using the rotary procedure of simple random sampling. A sample of 222 CBOs responded giving a response rate of 95.68%. A cross sectional research design was adopted which involved descriptive, correlation and regression approaches.

The findings indicated the following correlations: that there is a significant positive ($r=.228^{**}$, $p<.01$) correlation between bricolage and Social Enterprise Growth, Significant positive ($r =.180^{**}$, $p<.01$) correlation between social networking and the Growth of Social Enterprises and a significant positive ($r =.376^{**}$, $p<.01$) relationship between entrepreneurial competence and Growth of Social Enterprises. Results from the regression analysis show that bricolage, social networking and entrepreneurial competence predicted up to 38.9% (Adjusted $R^2 = .389$) of the variance in Growth of Social Enterprises. Entrepreneurial competence was a better predictor of social enterprise growth (Beta = .349, $P < .05$) followed by bricolage (Beta = .108, $P < .01$) and lastly social networking has minimal contribution (Beta = .026, $P < .05$)

The researcher therefore, recommends that; grants should be provided to strengthen the ability or capacity of social entrepreneurs engaging in innovation to help them run their social enterprises successfully, social enterprises should establish strategic partnerships with other organizations to gain access to new markets which could serve as potential distribution channels for their goods or services, they should also engage in training and capacity building to help their teams develop skills such as higher levels of proactive behavior in terms of strategic planning, opportunity seeking enabling growth of social enterprises.

CHAPTER ONE

1.0 INTRODUCTION

This chapter includes background of the study, statement of the problem, purpose of the study, research objectives, scope, significance of the study and the conceptual framework.

1.1 Background of the Study

The growth of social enterprises globally has emerged as a solution to world pressing social problems like famine, unemployment, poverty and wars (Lubberink, Blok, Ophem, Velde, & Omta, 2018; Sivathanu & Bhise, 2013). Through social entrepreneurship growth, aid organisations such as the World Bank, UN agencies and bilateral donors increasingly treat the private sector development as key to solving many of the continent's social problems (Tvedten, Hansen, & Jeppesen, 2012). The growth of social enterprises makes people commit their efforts to addressing community challenges so as to reduce inefficiencies in communities and societies towards development (Omoredede, 2014). As a result, social entrepreneurship has recently attracted attention in most parts of the world (Urban, 2008; Jiao, 2011; Omoredede, 2014; Sserwanga, Kiconco, Nystrand & Mindra., 2014). Social entrepreneurship seems to be more relevant in developing countries where social needs are persistently underserved and employment opportunities are often scarce (Abaho, Begumisa, Aikiriza, & Turyasingura, 2017).

In Uganda, for example, has an unemployment rate among the population of those aged above 15 of 84 percent, with the informal sector accounting for 43 percent of the total economy (World Bank, 2013). In other words, formal employment opportunities remain few. According to the World Bank (2013), Uganda was ranked 164 in the world on the Human Development Index (HDI), an indication of a low level of development in terms of life expectancy, education, and income levels. This implies that growth of social enterprises remains poor in Uganda. After all,

the Global Entrepreneurship Monitor reports that most of the business enterprises in Uganda do not live to see their first birthday and social enterprises are no exception (Abaho et al., 2017).

Social enterprises never the less, face a lot of challenges that hinder their growth, for example they have not yet attained legal recognition so they use the existing laws to register. High interest rates on loans for example in Uganda which averaged at 13.3% from 2011 up to 2018 also discourage social ventures to get more capital to inject in their projects (World Bank 2017). Lack of access to stable electricity by social enterprises in rural areas is a challenge too which affects their operations, and lack of skilled human capital who are experienced in the field of social entrepreneurship (World Bank, 2017). Different initiatives have also come up to help social enterprises to achieve their mission and among the initiatives that are helping them include; Yunus Social Business Uganda, USAID, General Electric (Nsereko et al., 2018). Despite the initiatives set up to help social enterprises, they still struggle to grow both in Uganda and other parts of the world, to an extent that some people don't know what they really do or how different they are from other not-for-profit organisations (Kirby & Ibrahim, 2011). This may be attributed to failure to use bricolage, social networking and entrepreneurial competence to enable them to grow.

Social enterprises can overcome resource constraints through bricolage by acquiring and managing resources on hand and by innovatively combining them (Ladstaetter, Plank & Hemetsberger, 2018; Desa & Basu, 2013). Bricolage activities helps social enterprises in re-using existing resources in ways that are new to operate their ventures (Owusu & Janssen, 2017). In other words, social enterprises with bricolage activities can creatively utilize the available resources in a way that was never used before in order to solve the problem of resource constraint thus enabling consistency in their operations (Owusu & Janssen, 2017).

Additionally the social networking activities engaged in by social enterprises can help it easily build relations with people in the environment of their operation and also with people who may be essential in their ventures' growth and in so doing they obtain resources like funds and information which help in running their daily activities (Sirec & Bradac, 2009). More so, social enterprises use entrepreneurial competences where the social entrepreneurs use their ability, knowledge, skills, values, to accomplish a given task successfully (Mitchelmore & Rowley, 2010).

Although aid organisations and policy-makers have made concerted efforts to encourage the growth of social enterprises as capacity building strategies for assisting impoverished communities (Sserwanga et al., 2014), only a small portion of the population has continued to appreciate the concept of social entrepreneurship (Kirby & Nagwa, 2011). With the ability to use the available resources, networking with other people and using the right competent workers, social enterprises have a chance of growth, however this is not always possible for many (Heinecke, Kloibhofer, & Krzeminska, 2014).

Previous studies like Abaho et al. (2017) only focused on entrepreneurial orientation as a determinant of growth for social enterprises. This study therefore, sought to examine the influence of bricolage, social networking and entrepreneurial competence on growth of social enterprises among Community Based Organizations in Kampala district.

1.2 Statement of the Problem

Social enterprises are hybrid organizations with profit and non-profit motive (Starnawska, 2016). Social enterprises use practical, innovative and resourceful means to solve social problems (Sivathanu & Bhise, 2013). They use resources cheaply available to them, and social relations to obtain social capital to operate their ventures. Despite the efforts set up to enhance growth of

social enterprises in Uganda, their survival rate remains very low (Asiimwe, 2017). The Global Entrepreneurship Monitor reports that most of the business enterprises in Uganda do not live to see their first birthday and social enterprises are no exception (Abaho et al., 2017). It is estimated that about 2 in every 3 start-ups in Uganda cannot enjoy their first anniversary (UBOS, 2012). Social enterprises encounter challenges in ensuring growth of their ventures such as uncondusive regulation and policy, high interest rates on loans which averaged at 13.3% from 2011 up to 2018, (World Bank, 2017). This could be due to failure to use bricolage, social networking and entrepreneurial competence to run their social enterprises. If there are no measures put in place by social enterprises to avert the situation, their social mission of survival and growth may come to an end. This research therefore, undertakes to find the relationship between bricolage, social networking, entrepreneurial competence and growth of social enterprises in Kampala district.

1.3 Purpose of the Study

The purpose of this study was to ascertain the relationship that exists between bricolage, social networking, entrepreneurial competence and growth of social enterprises

1.4 Research Objectives

- i. To establish the relationship between bricolage and growth of social enterprises
- ii. To establish the relationship between social networking and growth of social enterprises.
- iii. To establish the relationship between entrepreneurial competence and growth of social enterprises.

1.5 Research Questions

- i. What is the relationship between bricolage and growth of social enterprises?
- ii. What is the relationship between social networking and growth of social enterprises?

- iii. What is the relationship between entrepreneurial competence and growth of social enterprises?

1.6 Scope of the Study

1.6.1 Conceptual Scope

The study only focused on bricolage, social networking, entrepreneurial competence and growth of social enterprises. The first three variables of bricolage, social networking, and entrepreneurial competence are independent variables while growth of social enterprises is a dependent variable.

1.6.2 Geographical Scope

The study focused on Community Based Organisations (CBOs) in Kampala district. CBOs were considered for this study since they are a spatially defined subset of social enterprises, are independent, not-for-profit organisations managed by community members, they solve social problems and committed to delivering long-term benefits to local people (Leinhans, Bailey, Nick & Lindbergh, 2020). CBOs also form the biggest part of social enterprises in Kampala district. The study conducted research in Kampala district because Kampala has the highest number of community Based Organisations (KCCA, 2018). Kampala was also used because of the increased urban poverty. Many people migrate from villages to Kampala district yet while here, they find difficulty in attaining better standards of living, which has increased social entrepreneurs in form of community based organisations to help the needy. Therefore, this research focused on community based organizations which are in place to help vulnerable in this area (Mwesigwa, 2013).

1.6.3 Time Scope

A cross-sectional survey was carried out to obtain information at one moment in time. A cross-sectional survey was used because it helps to examine the relationship between variables under

study, approve or disapprove the assumption, and it does not require a lot of time (Johnson, 2016).

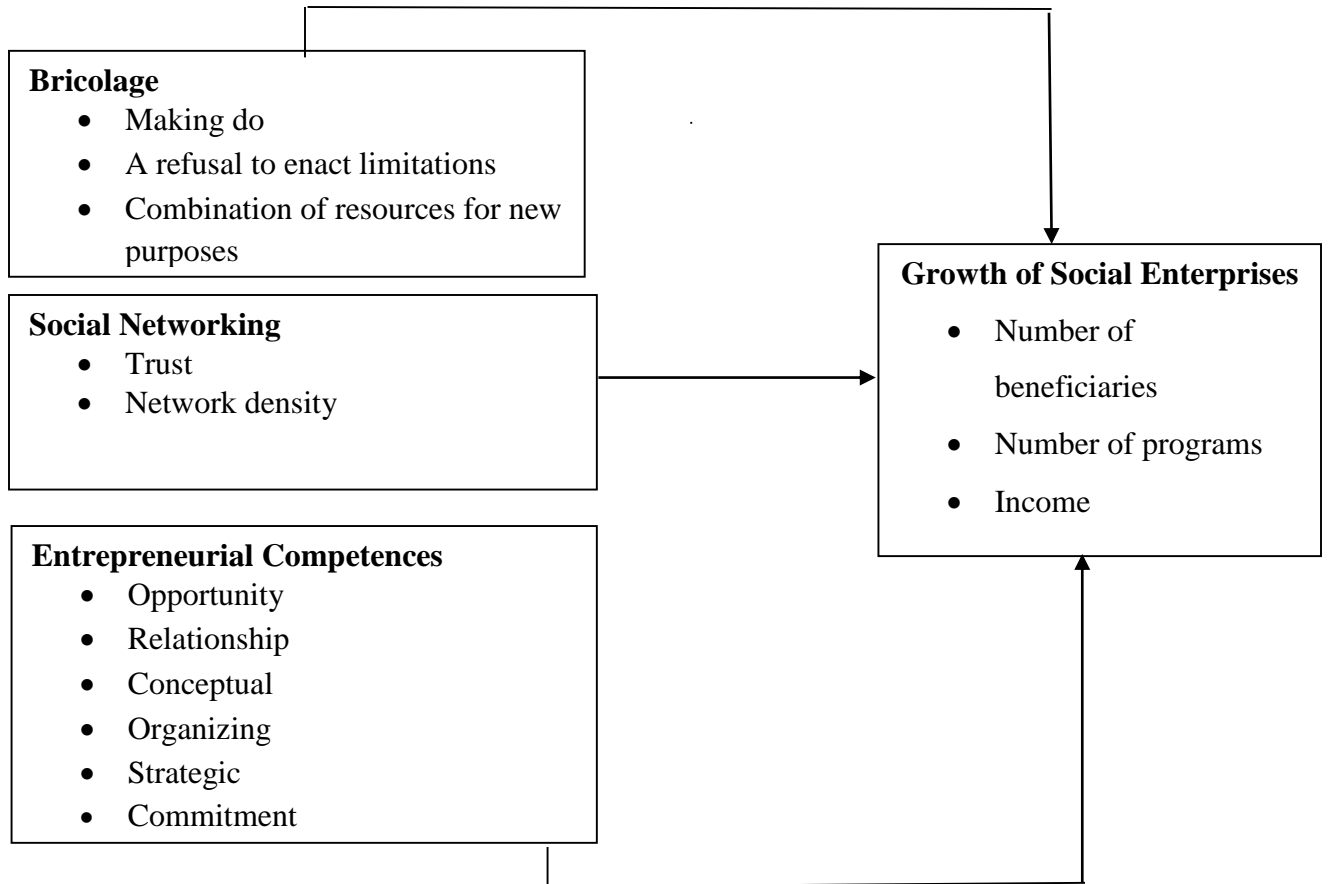
1.7 Significance of the Study

The findings of this study may enable social entrepreneurs get information which can help train their human resource to enhance their competencies. The research may also enable government and policy makers to get information on how to help social enterprises in overcoming resource constraints so that they grow given the role they contribute towards poverty eradication.

1.8 Conceptual Frame Work

The conceptual frame work was developed from review of literature as illustrated in figure 1 below. The model illustrates the relationship between Bricolage, social networking, entrepreneurial competence and social enterprises growth. Bricolage, social networking, entrepreneurial competences are independent variables while growth of social enterprises is a dependent variable.

Figure 1: Conceptual Frame work



Sources: Based on literature from (Man, Lau, & Chan, 2002; Rooks, Klyver, & Sserwanga, 2016; Domenico, Haugh, & Tracey, 2010)

1.9 Structure of the report

This report was organized into five chapters with chapter one including the background of the study, statement of the problem, the purpose of the study, research objectives and questions. The scope of the study, significance of the study and the conceptual framework are explained in this chapter as well. Chapter two brings out literature review on bricolage, social networking, entrepreneurial competence and growth of social enterprises. Chapter three explains the research methodology. Chapter four has the presentation, analysis and interpretation of the collected data. Chapter five includes discussion, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review chapter presents the existing literature on bricolage, social networking, entrepreneurial competences and social enterprise growth as discussed by different researchers. It explains the views of different authors about the variables under study and also highlights the gaps in the literature about the same study. It provides a full description of the relevant literature that contributed to answer the research question.

2.1 Growth of Social Enterprises

Social entrepreneurship emerged as early as 1970's, following many social problems which needed to be addressed. In 1972, Joseph Banks in his seminal work called the Sociology of Social Movements became the first person to bring out the word social entrepreneur as he explained the use of managerial skills in solving social and business challenges (El Ebrashi, 2013). In 1990 the Italian parliament passed a law that supported social cooperatives which saw the growth of these social ventures and the law was later adopted by other European countries for encouraging many to start social ventures (Defourny & Nyssens, 2010).

Dees (2021), considers the social entrepreneur as a change agent who works through a mission to create social value and the search for new opportunities to achieve that mission. Where others see problems, social entrepreneurs see opportunities. The will to innovate is part of the entrepreneurs' modus operandi, and it should not be understood as a sudden explosion of creativity, but as a continuous process of exploration and learning.

Social entrepreneurship is defined differently by different researchers which has brought a lot of arguments in literature, and it is difficult to merge all the arguments into one definition of what

social entrepreneurship is (Mokhtar, Abdullah & Tong, 2014). But according to Santos (2012) ‘Social entrepreneurship is the pursuit of sustainable solutions to neglected problems with positive externalities’ (p.1). To Nsereko et al. (2018) ‘social entrepreneurship includes the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth’(p.2). While Defourny and Nyssens (2010) identify social entrepreneurship as activities with a major social purpose; they are about outcomes or the social impact created by a social venture.

Social enterprises solve social problems through engaging in business ventures by combining efficiency, innovation, and resourcefulness of a traditional for-profit firm with the passion, values, and mission of a not-for-profit organization (Battilana et al., 2012). The social problems that the world is facing inclusive of famine, unemployment, terrorism among others, have made social enterprises to be more acknowledged as practical sources of solution to them (Sud, VanSandt & Baugous, 2009). These social enterprises are able to solve these problems due to their hybrid nature of combining both the financial and social purpose (Starnawska, 2016). They do this through making money which they use to grow social enterprises. It is therefore important to note that social enterprises are well known for being market driven, they grow their enterprises by having income generating projects and this differentiates them from the traditional non-profit organisations (Domenico et al., 2010).

Social enterprise growth can be explained using resource dependence theory. According to this theory, organizations depend on their environment to get what they need to grow their ventures (Teasdale, 2011), since they are unable to get all resources needed to run their ventures internally (Aldrich & Pfeffer, 1976). So they use the environment to their advantage by obtaining resources cheaply available which they are able to use in a way that suits their purpose. (Davis & Cobb,

2009). Social entrepreneurs in this case concentrate on mobilizing resources for their ventures continuously through commercial means and at the same time satisfying people in their environment which in the end enable their enterprises to grow (Aldrich & Pfeffer, 1976).

Therefore, the hybrid nature of financial sustainability and social goal enables social enterprises to get access to many opportunities of acquiring resources which promote their growth (Starnawska, 2016). The growth of social ventures takes place over time and there are different indicators to show that growth has taken place like the number of people that have benefited out of the activities of the social enterprise, number of programs that they have been able to add on the original project, the income they have been able to earn (Farrokh & Kordnaeij, 2016).

Growth of social enterprise comes in effect when social entrepreneurs make use of available resources to operate their businesses in order to overcome resource constraints (Baker & Nelson, 2005). Social enterprises just like other enterprises face scarcity of resources especially when starting their operations, however if they are able to use available resources in a way that suits their purpose, they develop their capacity to grow (Yu & Wang, 2021).

Growth of social enterprises is also enhanced by use of social capital which is obtained through social networks. When social enterprises are able to forge connections with other enterprises, people in their community, or forming partnerships, they gain access to resources to help sustain their operations, which increases their chances of survival and growth (Rooks et al., 2016)

Entrepreneurial competence among the leaders and employees promotes the growth of social enterprises. When they can easily identify opportunities and take them, and innovate to fulfill their social mission, then they have high chances of growth as compared to having incompetent team running the social venture (Tzu-Juin & Hung-Jung, 2018).

Social enterprises with good organizational structure, ability to take calculative risk, with supporting government policies have high chances of growth (Lotfi, Nayebzadeh, & Dehgan Dehnavi 2014). Owner's growth motivation and entrepreneurial orientation, strategic management skills, and number of new innovations are factors that are associated with the growth of social enterprises (Davidson & Wiklund 2006).

Growth of social enterprises doesn't come from wishful thinking or chances but one has to be determined, lay strategies and have an ambition to see the enterprise from start up to growth and through many challenges that may come along the way (Širec & Bradac~, 2009).

2.2 Bricolage

Bricolage explains the actions that firms undertake to overcome resource constraints as they strive to grow (Baker & Nelson, 2005). It involves reusing of existing resources in activities that originally weren't meant for them (Owusu & Janssen, 2017). The concept of bricolage was first introduced by Lévi-Strauss in 1966. According to him bricolage is about making use of the available resources for new purposes that is; by combining the existing resources or machines and transforming them to serve a new purpose that has never existed before (Lévi-Strauss, 1966). Bricolage is therefore, associated with being resourceful and adjusting to circumstances available and overcoming them (Domenico et al., 2010).

Making do, a refusal to enact limitations, and combination of resources for new purposes are three constructs of bricolage. Make do refers to a process of using whatever resources at one's disposal (Lévi-Strauss, 1966). Instead of taking time to think whether the resources available can solve a problem or handle an opportunity at hand, the bricoleur will use the resources to pursue that goal. Making do also involves using resources neglected by others as useless to create something of value (Domenico et al., 2010).

A refusal to enact limitations is where the entrepreneur refuses to accept the common belief of society that a certain resource doesn't work, but instead goes out of his way to test the resource to solve the problem at hand (Baker & Nelson, 2005). According to Domenico et al. (2010) the entrepreneur in this case is fighting limitations in his environment of operation by use of the discarded resources. For combination of resources for new purposes, the bricoleur uses resources in new ways that were not intended for it originally. Here the bricoleur combines different resources creatively to achieve his purpose and in most cases this leads to new inventions in form of goods and services (Baker & Nelson, 2005).

Bricolage is very helpful to social ventures in that it enables them to attain competitive advantage over other social ventures that don't use the available resources at hand innovatively. This is especially true with rich firms that want perfect resources and right tools for carrying out activities in a standardized format. Social ventures however, which use bricolage will gain access to a lot of resources and produce goods or offer services innovatively in a way that has never existed before (Phillimore, Humphries & Klaas, 2016). This therefore will contribute to their growth (Senyard, Baker & Steffens, 2010).

Bricolage however, may create problems for social ventures as well since it involves a lot of risks which come as a result of using low quality resources. Using bricolage may require a lot of money to innovate and get something of quality out of these resources, yet it is well known that usually social ventures don't have all that kind of money to engage in a lot of innovation. The only way social ventures can overcome the risks of bricolage is to stabilize other strategic areas of their enterprise for example their target population, how they will sell their products to them, whom they will offer their services to, the human capital they have to carry out operations. They

will also need to reduce on their levels of risk and minimize on expenditure (Senyard et al., 2010).

2.3 Social Networking

Social networking refers to activities in which people build and maintain the relationship with each other in their social environment (Sirec & Bradac, 2009). Social networking has of recent become a popular word in that people interacting with each other face to face or through different social medias such as Facebook, WhatsApp, Twitter, Instagram among others is not called interaction anymore but networking (Toivonen, 2009). The ease of access to the internet has also played a big role in promoting networking where people are constantly interacting with each other through the above-mentioned social medias. Community based organizations have also joined the wagon and are using internet for networking and through this they are able to obtain resources from friends and investors (Aggarwal, 2011).

Social networking provides a channel through which enterprises get access to information which is rather expensive to obtain without it, this information could be for new opportunities or how enterprises can get resources they need, so networks influence this information flow (Coleman, 1988). When a social entrepreneur is planning on opening up a social venture, he or she has to organise resources that can help him to start the enterprise. It is not easy to organize these resources like the right skilled labor, finances, also the effort required to run a venture (Subrahmanyam, 2019). The advantage with social entrepreneurs who have good social connections like family, friends, former work colleagues therefore, is that they can solicit money or resources from them and pursue their entrepreneurial goals (Dowla, 2011).

Social networking can be explained by social capital theory which asserts that social relations are important in that they bring about benefits which are productive for enterprise growth (Bhandari & Yasunobu, 2009). According to Putnam (1993) social capital refers to “features of social organization such as networks, norms and trust that facilitate coordination and cooperation for mutual benefit” (p.1). Social capital relates to the close relations that exist between people in a given society and these relations lead to accomplishment of activities that are beneficial to them and with the absence of these relations such accomplishments would not be possible (Coleman, 1988).

According to Burt (1992) social capital involves bridging ties where people who don't have close ties or have weak ties have access to a variety of different information that they can share and bring forth new opportunities. Indeed, the weak ties will help these groups to get information to help them gain access to activities that will bring forth development (Bongamin, Munene, Mpeera & Akol, 2017). Social capital is helpful to social entrepreneurs by providing them with resources which come through different contacts in their networks and with these available resources their enterprises flourish and attain competitive advantage over other ventures which don't have networks (Rooks et al., 2016).

Granovetter, (1983) also explains how important social networks are, accordingly, the entrepreneurs who have a few weak ties or few people they know outside their normal social circles have constraint in getting information or resources and are at a disadvantage as compared to entrepreneurs who have strong weak ties or many people they know outside their normal social circles to obtain from them different information or resources.

Social relations through networks are a great source of social capital, individuals in communities form groups to raise money which they give to each other in a rotational basis known as rotating saving and credit associations. Rotating savings and credit associations are used commonly by local business ventures to sustain them in their activities (Mbizi & Gwangwava, 2013). This social structure of giving money to each other on a rotational basis is made possible by group members developing trust for each other, without trust it can't be possible (Coleman, 1988).

Social networking can also be identified by its forms including personal, operational and strategic networking (Ibarra & Hunter, 2007). In personal networking, a social entrepreneur has to make an effort of getting personal connections for his personal, professional and emotional development, there are activities he or she has to engage in that can attract a diverse group of people for example, attending social gatherings (Uzzi & Dunlap, 2005).

In operational networking, social entrepreneur has to collaborate with the internal team and external team like the suppliers to ensure smooth running of the enterprise but to be successful it requires trust between those teams and the social entrepreneur. This relationship created is however on a short term basis (Ibarra & Hunter, 2007). While for strategic networking there is need for more thought on how one is to network and whom to include in his or her social network because the connection to be created is long term. One has to make a way of getting good opportunities from such social networks to achieve growth of their venture (Klerk, 2010).

Dimensions like network density and trust as well explain social networking. Density of network refers to the level at which people in a community are connected to each other or level of ties that exist within a network (Huijismans, 2016). Density of a network is determined by comparing the existing ties between people in a network to the actual ties that would exist if everyone in a

society or in a network were connected to each other (Subrahmanyam, 2019). When a network has low density, it usually means there are multiple people who don't know each other, and this is good because it signifies provision of more information to the social entrepreneur from different people and this information can come with different opportunities that would help in the scaling of the enterprise (Dowla, 2011).

Trust on the other hand, is a level of confidence that an individual will behave in away expected of them by the colleague or friends. Trust comes from experience that people get as they relate with each other. If that relationship is positive trust will increase, and if they experience any challenge in their relationship, trust levels will decrease. Trust also comes through recommendations, when one person interacts with you and there was a positive outcome, they will encourage others to deal with you especially if you have an enterprise and need support (Sherchan et al., 2013). It is therefore very important to encourage social networking as a practice in social entrepreneurship setting so as to build relationships with people, make them trust you and have confidence in you so as to ease work relations and in turn help the social enterprise to grow (Klerk, 2010).

2.4 Entrepreneurial Competence

The competence notion was started by McClelland (1973) when he wrote about testing for competence instead of intelligence. Competence therefore, is that ability or skill one has in performing a task that differentiates him or her from others (Tittel & Terzidis, 2020; Wu, 2009). Bird (1995) defines it as “quality of actions taken by entrepreneurs” (p.52). In the entrepreneurship field, we term the competence exhibited among entrepreneurs as entrepreneurial competence which is defined as entrepreneur's ability, knowledge, skills, values, which one acquires through experience or through training or education that enables him or her

accomplish a given task successfully (Mitchelmore & Rowley, 2010). It is worth noting therefore, that an entrepreneur who is competent is of great value to the job or task at hand (Kaur & Bains, 2013; LI, 2009).

Psychological theories of entrepreneurship explain the importance of entrepreneurial competences in enabling social enterprise growth. The theories explain how people are related with enterprises, the way they behave towards the work they do in their enterprises. When employees have the skills and great attitude towards the work they do, their performance is high which leads to growth of their ventures (McClelland, 1985). Among the components of these theories include motivational, cognitive and developmental components, which all influence performance. The skills, attitude, values, beliefs one has towards the work, influence performance, if they are positive it will promote growth (Obschonka & Stuetzer, 2017).

Entrepreneurial competence is applied in many areas of people's lives, it can be applied in selling of goods and services, communicating, decision making, opportunity identification and undertaking these opportunities identified, among others (Bortkevičienė, 2015). For instance decision makers use entrepreneurial competence in predicting how their enterprises will perform and in case the ventures are not doing well, they are able to reorganize the operations and resources of the venture in away that will enable them to recover and perform well, hence leading to growth (Bird, 1995).

There are different antecedents which affect the competence of entrepreneurs, in particular social entrepreneurs in running their social ventures towards growth. Family background, gender, education background, job where they have worked before can affect their competence (Bird, 1995). Tatar (2014) explains that education background and one's experience are big factors for

enterprise start-ups , the ability to run enterprises successfully and the ability to see those ventures through challenging times until they achieve sustainable growth. Omagor, Nsamba & Basalirwa (2012) in their research discovered that the antecedent of employee satisfaction attained through training and motivation promotes entrepreneurial competence bringing forth quality services in an enterprise.

Man, Lau, & Chan, (2002) look at several components of entrepreneurial competences including opportunity, organizing, conceptual, strategic, relationship, and commitment competence. Several researchers have come up with different components to explain entrepreneurial competence but these components are the most comprehensive because they encompass all the other behaviours that other researchers identified (LI, 2009).

A social entrepreneur who has opportunity competences has skills to recognize easily or quickly new opportunities in the market and take them up. After identifying an opportunity, an entrepreneur finds creative ways of harnessing it by producing products or providing services in relation to the identified opportunity, find the right market and in so doing they lead to the growth of their enterprises (Tzu-Juin & Hung-Jung, 2018).

A social entrepreneur with organizing competencies has the ability to gather resources internally and externally to meet the demands of the enterprise, he or she will ensure control of resources, will monitor resource use and operations of the enterprise, in other words the social entrepreneur with organizing competences has managerial capabilities (Mitchelmore & Rowley, 2010). Many obtain these competences through internal training and motivation enabling them to be good managers (Omaga, Nsamba & Basalirwa, 2012).

In conceptual competences, the social entrepreneur has ability to analyze situations, and is not risk averse. They can easily study the environment they are in, cite opportunities and take risk in pursuing them (LI, 2009). They are decision makers and as such they exhibit the ability of planning for the operations of the enterprise and have ability to handle all complexities that come with running an enterprise (Tzu-Juin & Hung-Jung, 2018).

For strategic competences a social entrepreneur has the ability to give his or her enterprise direction. He or she has skills relating to setting goals, evaluating if the goals are being met, and ensuring proper implementation of the set goals, thereby leading to growth of the enterprise (LI, 2009). Relationship competence is about the inter-personal relations the social entrepreneur is able to develop with others like the stake holders or the people in the environment he or she is operating from (LI, 2009). According to Tzu-Juin & Hung-Jung (2018), this competence relates to the social entrepreneurs ability to revise his relations with the stake holders, how to resolve any conflict that may arise, how to handle internal staff hence enabling healthy relationships for the enterprise. Commitment competence is when the person is resilient, persistend on what they want to achieve. They are not only determined and dedicated to what they intend to achieve but also they take steps to ensure the plan is put into action hence helping their ventures to grow (Tzu-Juin & Hung-Jung, 2018).

2.5 Bricolage and Growth of Social Enterprises

Bricolage involves making do with available resources, a refusal to enact limitations, and combination of resources for new purposes (Hota, Mitra, & Qureshi, 2019). The practice of using bricolage is common with social enterprises as one way of obtaining resources since social enterprises face a lot of resource constraint (Hota et al., 2019). This is true because they base their activities in poor communities where markets work poorly and as such it makes them more

prone to resource constraint. Failure of government and private sector to deliver services to the poor has made them more vulnerable to poverty. Social enterprises therefore, utilize bricolage to start projects that will help these poor communities to get out of poverty (Domenico et al., 2010).

Resources are very important for the growth of social enterprises yet social enterprises are normally resource constrained. Bricolage therefore, offers an alternative to resource accessibility. Social enterprises that are innovative make use of resources at hand, recombine them and transform them to get a unique output, it could be a product or service of value that was not considered before or that never existed before (Senyard et al., 2010). In agreement with the above statement is Bacq et al. (2015) who in their research found a close link between resources and growth of social enterprises; they found resources in form of bricolage to have a positive relationship with growth of social ventures. Senyard et al. (2010) as well found a positive relationship between bricolage and firm performance and if a firm is performing well it is assured of growth.

Social entrepreneurs move resources from areas that are not so much important to areas that are very vital in enabling growth of the venture. The ability to transform the existing resources into useful resources and redirecting them in areas of much use will solve the problem of resource constraint and will promote social venture growth. It also provides a way out for young ventures which don't have much access to resources and are on the verge of closing down (Senyard et al., 2010). To confirm the usefulness of bricolage to social ventures, Madajová, Mpumwire, and Mishra (2017) in their research found every social ventures they interviewed to be using bricolage as a source of resource in running their social services, indicating the usefulness of bricolage. This study therefore hypothesise that;

H1. Bricolage leads to growth of social enterprise.

2.6 Social Networking and Growth of Social Enterprises

Social networking is about maintaining of relationships between different actors, while networks refer to linkages that exist between different players (Širec & Bradac~, 2009). The impact of social networking is seen in different areas of life, including access to knowledge, and with accessibility to knowledge, social enterprises can pursue innovative opportunities that will lead to their breakthrough (Leyden, Link & Siegel, 2014). Social capital refers to relations that exist between different people and the outcome of those relations. Social capital can only come about if there is a relationship between individuals who are willing to share their resources (Sander & Lee, 2014).

Social networks are important to social ventures if these ventures relate well with the cultural beliefs in the environment they are operating in (Rooks et al., 2016). This means that the social networks will provide the social ventures with resources such as information that will help them set up projects that are in agreement with the beliefs of the people in that environment. This helps in eliminating mistrust of communities towards the intentions of social ventures (Nsereko et al., 2018). If social ventures however succeed in getting support from those communities, they will be able to succeed in their operations.

Social networks are a great source of information. Investors use them to investigate the performance of entrepreneurs or ventures they wish to support. Investors therefore prefer to share networks with the ventures they are interested in funding, to get real information about them easily. This means social ventures with dense networks are more attractive to investors than those with weak networks, and they stand high chances of getting funded because investors can

easily get information about them through the social connections (Rooks et al., 2016). Social ventures which are attractive to investors will be able to grow given accessibility to resources which they can use to pursue different opportunities. Social networking therefore brings connections that lead to new opportunities and capital which social ventures use to grow their enterprises (Dowla, 2011). Therefore, the study hypothesise that;

H2: Social networking leads to growth of social enterprises.

2.7 Entrepreneurial Competences and Growth of Social Enterprises

Entrepreneurial competence is defined as characteristics of knowledge, skills, abilities which lead an entrepreneur to run a venture successfully towards growth (Kaur & Bains, 2013). An entrepreneur is considered competent if he or she is able to creatively look for new opportunities, marshal up resources in order to create value in the venture he or she is running leading it towards growth (Bird, 1995). A social entrepreneur therefore, who fails to move his or her venture from the launch stage to growth can't be considered competent, but only if he or she is able to move it from the launch stage to growth (Mitchelmore & Rowley, 2010).

Entrepreneurial competence has been used greatly in studying entrepreneurial traits and its importance towards performance and growth of enterprises (LI, 2009). Bortkevičienė (2015) in his research found that entrepreneurial competence helps people to be more active and creative both in their professional and personal lives enabling them to perform well their tasks hence promoting growth of their enterprises. An entrepreneur with entrepreneurial competence brings into the enterprise strategic ideas that enable the enterprise to compete favourably on global market through offering high quality services or goods or having projects that are lucrative that lead to growth of such ventures. This is proved to be true as several researchers have found a

positive relationship between entrepreneurial competence and enterprise performance which facilitates growth (Wickramaratne et al., 2014).

Entrepreneurial competence also enables social ventures attain sustainable competitive advantage. As Barney's resource based view of a firm explains how resources which are valuable, rare and non-imitable lead to sustainable competitive advantage, a competent social entrepreneur is a resource which is valuable, rare and non-imitable, and this enables social enterprises to attain sustainable competitive advantage (Barney, 1991). It is quite hard to copy how social entrepreneurs carry out their activities, given that they are innovative (Kimeu, 2017). With their unique abilities they are able to lead their enterprises right from birth, to survival and eventually to growth (Tehseen & Ramayah, 2015). A social entrepreneur who is competent is able to have a wide scope of opportunities (Man et al., 2008). He or she is able to secure meetings with government, resource holders, form relationships with them which helps him or her to get resources to use in innovating new products or services hence enabling the enterprise to scale up (Bird, 1995). The study therefore hypothesise that;

H3: Entrepreneurial competences lead to growth of social enterprise

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methods that were used to carry out the study. It describes the research design, study population, sampling design, data collection methods, measurement of variables, reliability and validity, data presentation, data analysis and limitations.

3.1 Research Design

A cross sectional research design was used because of its effectiveness in getting information at a particular point in time. A cross-sectional design was used because it helps to examine the relationship between variables under study, approve or disapprove the assumption, and it does not require a lot of time (Johnson, 2016).

3.2 Study Population

The study population consisted of 558 Community Based Organizations (CBOs) operating in Kampala district. Kampala district has five divisions of Nakawa, Kawempe, Rubaga, Makindye and Central Kampala. Nakawa has 99 CBOs, Kawempe has 114, Rubaga has 101, Makindye has 187 and central division has 57 CBOs. This is according to KCCA, Jan 2018 (KCCA, 2018). CBOs were used because they too are social enterprises which work in communities to solve social problems and deliver long-term benefits to local people (Leinhans et al., 2020).

3.3 Sampling Size and Sampling procedure

With the population size of 558 CBOs in Kampala district (KCCA, 2018), a sample size of 234 was determined based on Krejcie and Morgan sample determination table (Krejcie and Morgan, 1970). The simple random sampling procedure was used in order to get representative views of different CBOs which contribute to social entrepreneurship sector in Kampala district. It

involved the use simple random sampling method: a sample frame was obtained from Kampala Capital City Authority (KCCA, 2018), numbers were assigned for each CBO and written on small pieces of paper. 558 CBOs in Kampala were written down on small papers and mixed in a box and then 234 of them were randomly picked one by one until the required sample of 234 respondent were achieved in accordance with Krejcie and Morgan (1970). This method of sampling gave equal chance to each project in the sampling frame to be chosen.

3.4 Unit of analysis and unit inquiry

The unit of analysis comprised of CBOs in Kampala District and the unit of inquiry comprised of the owners of these CBOs. Owners of the CBOs were selected because they were perceived to have enough information about how the CBO is run, so they gave information about their enterprises.

3.5 Data Collection Methods

The source of data was primary and was obtained through the use of self-administered questionnaire. The unit of analysis was social enterprises and the unit of inquiry was the founders of these social enterprises. All the items in the questionnaire were tested on a 6-point likert scale that is from 1 “never” to 6 “always”, rather than levels of agreement, in order to show the behavioral nature of the event.

3.6 Measurement of Variables

The independent variables were bricolage, social networking, entrepreneurial competence and the dependent variable was growth of social enterprise.

Bricolage was measured in terms of Making do, a refusal to enact limitations, and combination of resources for new purposes using the tool developed by Baker & Nelson, (2005); Senyard,

Baker, Steffens, & Davidsson (2014); Salunke, Weerawardena, & McColl-Kennedy (2013) and Xiaoyu et al. (2020).

Social networking was measured using trust and network density basing the tool developed by Huijismans (2016), Yamagishi & Yamagishi (1994); Sherchan et al. (2013) and Folmer & Schutjens (2018).

Entrepreneurial competence was measured in terms of opportunity, relationship, conceptual, organizing, strategic and commitment using the tool developed by Man, Lau, & Chan (2002) ; Man et al. (2008); Wickramaratne et al. (2014); Podile & Sree (2011) and Tehseen & Ramayah (2015).

Growth of social enterprises was measured in terms of number of beneficiaries, number of programs and income basing on the tool developed by Lyon, Teasdale, & Baldock (2010); Keizer, et al. (2016); Farrokh & Kordnaeij (2016) and Valon & Hyseni, (2016).

3.6 Reliability and Validity

The reliability of the questionnaire was tested using Cronbach's Alpha coefficient which helped in determining the consistency of the items. The validity of the instrument was measured through asking assistance from experts like the lecturers in the field of social entrepreneurship about how relevant the instrument is. Reliability of the items was done with the application of the Cronbach Coefficient Alpha for the computation to check for the internal consistency of the items. The results are presented in the table below;

Table 1: Showing Reliability and Validity for the Study Variables

Variable	Number of items	Cronbach Alpha Value	Content Validity Index
Bricolage	7	.701	.875
Social Networking	18	.758	.833
Entrepreneurial Competence	22	.822	.889
Social Enterprise Growth	14	.703	.826

Source: *Primary Data*

The results showed that bricolage had 7 items (Cronbach Alpha = .708), social networking had 18 items (Cronbach Alpha = .704), entrepreneurial competence had 22 items (Cronbach Alpha = .703) and Social Enterprise Growth had 14 items (Cronbach Alpha = .750). Since their Cronbach Alpha values are greater than 0.7, it means that the items have a relatively high internal consistency and could yield similar results all the time (Field, 2009). All the items included in the scale had been analysed in the literature review on bricolage, social networking, entrepreneurial competences and growth of Social Enterprises.

3.7 Data Analysis

The data collected was edited, coded and then to obtain the relationship between the independent and dependent variable, data was fed into computer software called statistical package for social scientists (SPSS) version 23.

3.8 Data Presentation

Data was presented using demographic characteristics; research objectives were presented using Pearson's correlation of coefficient, correlation analysis tested the relationship between the independent and the dependent variable and regression analysis was used to show the combined effect of the independent and the dependent variable.

3.9 Ethical consideration

Ethical considerations are important whenever the collection of data involves human beings. The main ethical issues to be considered are; physical and psychological harms, deception, informed consent and privacy (Neuman, 1997). In order to ensure ethical research principals, the researcher obtained an introductory letter from Makerere University Business School (Appendix 2) and sought permission to undertake research in the targeted social enterprises. Appointments were then arranged to determine the proper time for questionnaires to be submitted and picked. The questionnaires were delivered and collected by the researcher after being filled by respondents. The research was purely academic and confidentiality and anonymity of the respondents were strongly protected.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter contains the statistical results that were generated from the data analysis together with the interpretation thereof. The presentation in this chapter was guided by the research objectives and the results therefore were generated so as to appropriately address the research objectives and questions.

The presentation was guided by the following objectives.

- i. To establish the relationship between bricolage and growth of social enterprises
- ii. To establish the relationship between social networking and growth of social enterprises
- iii. To establish the relationship between entrepreneurial competences and growth of social enterprises.

4.1 Response Rate

Out of a sample of 234 CBOs in Kampala District, 222 provided information, giving a response rate of 95.68%. Details of the responses are presented in tables presented in this chapter.

4.2 Respondent characteristics

To present respondent characteristics, frequency tabulations were used to indicate variations of respondents based on gender, marital status, age and level of education. The respondent characteristics are presented in the following table below.

Table 2: Showing respondent characteristics.

	Category	Frequency	Percent (%)
Gender of respondents	Male	83	37.4
	Female	139	62.6
	Total	222	100.0
Marital status of respondents	Single	66	29.7
	Married	156	70.3
	Total	222	100.0
Age of the respondents	Under 20	3	1.4
	20 – 29	77	34.7
	30 – 39	85	38.3
	40 – 49	54	24.3
	50 and Above	3	1.4
	Total	222	100.0
Education background of the respondents	Primary	5	2.3
	O-Level	75	33.8
	A-level	28	12.6
	Institution	111	50.0
	Any other	3	1.4
	Total	118	100.0

Source: *Primary data.*

The above results showed that the majority of the respondents were female and the male were the minority. These two constituted 62.6% and 37.4% of the sample respectively. Among the respondents, the majority were between 30– 39 years of age (38.3%) and the minority were under 20 years of age (1.4%) and 50 & above (1.4%). The same was observed that, the majority of CBO owners had attained tertiary institution education as their highest level of education (50.0%). Furthermore, the results showed that CBO owners with “O” Level, “A” Level comprised 33.8% and 12.6% of the sample respectively. Majority of the CBO owners interviewed were married (70.3%).

4.3 Organizational Characteristics

To generate the distribution by nature and age of the social enterprise, number of employees, innovation activities, risk taking behaviors, staff planning, market research and support for new technologies by social enterprises, tabulation was run as shown in the table below.

Table 3: Organizational Characteristics

		Frequency	Percent (%)
Nature/Ownership of the CBO	Individual	5	2.3
	Group	217	97.7
	Total	222	100.0
Period of operation	1-2 years	10	4.5
	3-5 Years	117	52.7
	6-7 Years	63	28.4
	8 & above	32	14.4
	Total	222	100.0
Number of beneficiaries	Less than 5	5	2.3
	6 – 10 People	28	12.6
	Over 10 People	189	85.1
	Total	118	100.0
Area of operation	Education	8	3.6
	Women empowerment	94	42.3
	Youth empowerment	41	18.5
	Health	11	5.0
	Others	68	30.6
	Total	222	100.0
Location of the enterprise	Nakawa	57	25.7
	Central Kampala	24	10.8
	Rubaga	51	23.0
	Kawempe	42	18.9
	Makindye	48	21.6
	Total	222	100.0

Source: Primary Data

The results in the table above showed that majority 97.7% of the CBOs studied were owned by groups, whereas 2.3% were owned by individual entrepreneurs. Furthermore, those CBOs that have been in existence for 1 – 2 years, 3 – 5 years, 6 – 7 years and 8 & above years were: 4.5%, 52.7%, 28.4% and 14.4% respectively, meaning that the majority of the CBOs in the survey had been in existence for 3 – 5 years (52.7%) and it was observed that most of them had over 10 beneficiaries (85.1%). Majority 42.3 % of the respondents agreed that their CBOs fall under women empowerment area of operations whereas others (30.6%) fall among others.

Furthermore, most (25.7%) of the CBOs in the sample survey operate in Nakawa Division, 23% operate in Rubaga Division, 21.6% operate in Makindye Division, 18.9% in Kawempe Division, and only 10.8% operate in Central Kampala Division.

4.4 Descriptive statistics

Descriptive statistics of the independent and dependent variables are presented in table 4. These covered the mean, standard deviation, minimum and maximum values. These described and defined the data set and showed whether the means represented the observed data (Field, 2009).

Table 4: Showing descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Bricolage	222	1	6	4.88	0.4800
Social Networking	222	1	6	4.59	0.5795
Entrepreneurial Competence	222	1	6	4.91	0.5340
Social Enterprise Growth	222	1	6	4.76	0.5111
Valid N (listwise)	222				

Source: Primary Data

The above table shows that all mean values of the variables in the study range from 4.59 to 4.91, while the standard deviations range from 0.48 to 0.5795. Bricolage had a mean score of 4.88 and standard deviation of 0.4800, social networking had a mean score of 4.59 and standard deviation of 0.5795, entrepreneurial competence had a mean value of 4.91 and standard deviation of 0.5340, while social enterprise growth had a mean value of 4.76 and standard deviation of 0.5111

Overall, standard deviation values in relation to the mean scores for the study variables are small, implying that the calculated means highly represent the observed data (Field, 2009).

Therefore, in this study all respondents agree that bricolage, social networking and entrepreneurial competence are important in influencing social enterprise growth given that their means are all above 3.00 and all the standard deviations are below 1.00.

4.5 Correlational analysis

Relationships between the study variables were presented as shown in the table below. This was effected using the Pearson (r) correlation coefficient.

Table 5: Showing Correlations analysis of independent and dependent variables

	1	2	3	4
Bricolage (1)	1			
Social Networking (2)	.327**	1		
Entrepreneurial Competence (3)	.370**	.488**	1	
Social Enterprise Growth (4)	.228**	.180**	.376**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

4.5.1 The relationship between bricolage and growth of social enterprises

Results indicated that there is a significant positive correlation between bricolage and social enterprise growth ($r = .228^{**}$, $p < .01$). This means that as social entrepreneurs owning CBOs combine existing resources and other resources inexpensively available to them or combine resources for new purposes, by using them in new ways that were not intended for them originally. When there are improvements in bricolage, social enterprise growth will also increase. While a decline in the levels of bricolage will lead to a decline in social enterprise growth.

4.5.2 The relationship between social networking and growth of social enterprises

Results indicated that there is a significant positive correlation between social networking and the growth of social enterprises ($r = .180^{**}$, $p < .01$). This implies that when there is an improvement in social networking levels, social enterprise growth levels will also improve. While a decline in social networking levels will lead to a decline in social enterprise growth.

4.5.3 The relationship between entrepreneurial competence and growth of social enterprises

Results indicated that there is a significant positive correlation between entrepreneurial competence and social enterprise growth ($r = .376^{**}$, $p < .01$). This means that when a CBO seize high-quality business opportunities, explore new ideas, plan the operations of the business, determine strategic actions by weighing costs and benefits and commit to long-term business goals, the rate of their enterprise growth is likely to increase.

The totality of these proactive behaviors will lead to increase in the number of beneficiaries, number of programs, income and growth of the social enterprise will be enhanced. While when there are low levels of proactive behaviors of social enterprises, their growth levels will also decline.

4.6 Regression analysis

Regression is the predictive potential of the independent variables on the dependent variable.

Table 6: Shows the regression results of the study variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	37.369	5.394		6.928	.000
Bricolage	.229	.145	.108	1.575	.117
Social Networking	.017	.050	.026	.351	.226
Entrepreneurial Competence	.213	.045	.349	4.722	.000

$R = .659^*$, $R^2 = .392$, Adjusted $R^2 = .389$, $F = 12.956$, $Sig = .000$, $e = 6.63712$

a. Dependent Variable: Growth of social Enterprises.

Source: Primary Data

The regression model was used to determine the extent to which bricolage, social networking and entrepreneurial competences predict social enterprise growth using evidence from Kampala District. The results are presented in the Table 6. The results in Table 6 show that bricolage, social networking and entrepreneurial competence predicted up to 38.9% (Adjusted $R^2 = .389$) of

the variance in social enterprise growth. This means that, there are other factors which explain the remaining 61.1% of the variance in social enterprise growth in Kampala District. *Adjusted R²* gives the idea of how well the regression model generalizes the study variables and ideally every researcher would like its value to be the same or very close to the value of *R²*. Entrepreneurial competence is a significant predictor of social enterprise growth (Beta = .349, P < .01) while bricolage (Beta = .108, P > .05) and social networking (Beta = .026, P > .05) are non-significant predictors.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion, conclusion and recommendation arising out of the research findings in chapter four and suggests areas for further studies. It also highlights the limitations found while conducting the study.

5.1 Discussion of the findings

A discussion of the findings was carried out following the study objectives. Here the researcher assessed how the findings of the study were in agreement or disagreement with extant literature that was reviewed.

5.1.1 Bricolage and growth of social enterprises

There was a significant positive ($r = .228^{**}$, $p < .01$) relationship between bricolage and the growth of social enterprises. The bricolage activities included making do, a refusal to enact limitations, and combination of resources for new purposes by CBOs, the use of any existing resource that seems useful to respond to a new problem or opportunity and refusal to be constrained by limitations enable sustainability of CBOs. This improves their market performance hence growth.

Therefore, the superior benefits that making do, a refusal to enact limitations, and combination of resources for new purposes offers over existing social products, processes, markets and supplies directly influences the increase in the number of beneficiaries, number of programs, income and hence the growth of social enterprises.

The findings are supported by Domenico et al (2010) who emphasize the resourcefulness of social enterprises that enable their sustainability. It is further supported by Senyard et al (2010)

who state that social enterprises that are innovative make use of resources at hand, recombine them and transform them to get a unique output, it could be a product or service of value that never existed before. Social ventures that use bricolage are able to get resources which if used well can lead to venture growth.

Salunke, Weerawardena, McColl-Kennedy (2013) findings confirm that bricolage activities bring about innovation which enables social enterprises to gain competitive advantage over those that don't use bricolage and as a result the ventures involved in innovation using available resources have a higher chance of growth. Yu & Wang (2021) study findings agree that bricolage is an important component in social enterprise growth, bricolage greatly influences the firms capacity to grow, since the process involved in using bricolage to create new resources gives the firm more flexibility and capacity to increase their operations and hence enabling growth.

5.1.2 Social Networking and Growth of Social Enterprises

The findings revealed that the relationship between social networking and social enterprise growth was significant positive ($r = .180^{**}$, $p < .01$) and significant. Social networking took two forms of both trust and network density.

CBOs were found to have a strong network density for instance, they have many people beyond this social enterprise that they can turn to in case they needed help. CBOs members have trust for example they have people they call upon for help, they closely talk to many social enterprises in the community when they have problems.

The findings are in agreement with Rooks et al (2016) who assert that social ventures with strong connections in their networks are more likely to obtain resources, these connections come with information that provide new opportunities that help in venture growth. Dowla (2011) findings

are also in agreement that networks bring new information and other resourceful benefits which are important for venture growth.

Weber & Kratzer (2013) as well indicate that mobilizing social networks contribute to success and high performance. When social enterprises increased the number of people in their networks, when there was diversity in the groups of networks that social enterprises related with, social enterprises realized success leading to growth. Folmer & Schutjens (2018) also confirm that social networks are very important in the life cycle of social enterprises, from the time they start until they realize growth.

5.1.3 Entrepreneurial Competences and Growth of Social Enterprises

It was established that there is a significant positive relationship between entrepreneurial competence and the growth of social enterprises ($r = .376^{**}$, $p < .01$). Entrepreneurial competence is also a significant predictor of growth of social enterprises (Beta = .349, $P < .01$).

The results indicate that most CBOs are involved in opportunity, organizing, conceptual, strategic, relationship, and commitment competence to ensure growth of their enterprises. This means that when CBOs have all these competencies, they are action oriented and persistent which enhances their survival, competitiveness hence growth of their enterprises (Tzu-Jiun, Hung-Jung, 2018).

This significant and positive relationship between entrepreneurial competence and social enterprise growth could be attributed to the fact that, majority of the social entrepreneurs were lured into business by inner motivation which makes them good at spotting and seeking opportunities, being in full control of their concept and strategically planning for them. This

ability to identify what is important for their ventures leads to their growth (Wickramaratne et al., 2014).

Seeking opportunities makes starting a social enterprise attractive and creates social entrepreneurs who have a desire for personal satisfaction; through their concepts, thus they are likely to persist through the challenges of early start-up to grow and achieve success. This is in agreement with Bird (1995) who stated that, an entrepreneur is considered competent if he or she is able to creatively look for new opportunities, marshal up resources in order to create value in the venture he or she is running leading it towards growth.

The findings by Bortkevičienė (2015) also support the importance of entrepreneurial competence towards enterprise growth where entrepreneurial competence helps people to be more active and creative which enables them to perform well their tasks hence promoting growth. Kimeu (2017) findings also emphasise this notion that entrepreneurial competences like innovativeness, creativity, risk taking enable ventures to perform well leading to their growth.

Omagor, Nsamba & Basalirwa (2012) are in agreement as well with the importance of competence in enterprise growth, concluding that ensuring internal staff competence through training and motivation can improve their performance bringing forth quality services hence fostering enterprise growth.

5.2 Conclusion

The conclusions were drawn basing on the research findings and discussions of the research study. Basing on the study findings, the researcher concludes that there is a positive relationship between bricolage and growth of social enterprises in that bricolage strategies and behaviors of CBOs' innovative activities inclusive of making do by using whatever resources at their disposal,

refusing to enact limitations of the common belief in society that a certain resource doesn't work, but testing the resources to achieve their goal, and combination of resources for new purposes and to respond to new opportunities will enable social enterprises to operate without interruption due to lack of resources and as such it will promote growth to social enterprises.

It can be concluded that there is a positive relationship between social networking and growth of social enterprises. For CBOs that have a strong network density for instance, with many people beyond their social enterprise, who are friends to prominent people in community, with many stable friendships, support and trust for each other are likely to grow faster as compared to those that don't.

From the findings we can also conclude that entrepreneurial competence is positively related to growth of social enterprises. For CBOs that seize high-quality business opportunities, treat new problems as opportunities, explore new ideas and determine long-term issues, and are committed to long-term business goals have high chances of succeeding and performing better which leads to the growth of these enterprises. However, these risk-taking behaviors expose them to the possibilities of failure in case weak strategies and concepts are put in place.

Therefore, highly CBO owners have high chances of growth. When they are highly involved in strategic planning, aligning current actions with strategic goals, seeking new opportunities and exhausting old ones. Social networks however, on their own may bring minimal contribution to the growth of social enterprises but when combined with competence they are likely to become innovative yielding to growth.

5.3 Recommendations

In light of the research findings, the following recommendations are made:

Since research findings indicated that there was a positive relationship between bricolage and the growth of social enterprises, it is recommended that grants should be provided to strengthen the ability or capacity of social entrepreneurs engaging in innovation. As social entrepreneurs use locally available resources in running their ventures, the grants can enable them to innovate with the available resource to provide more value from these resources to help them run their social enterprises successfully so as to attain growth.

Since social networking has a positive relationship with growth of social enterprises as from the research findings, it is recommended that social enterprises should establish strategic partnerships with other organizations such as private businesses and other social enterprises. These partnerships could be targeted to gain access to new markets, join forces to participate in bidding procedures, to gain access to the partner's infrastructure, which could serve as a potential distribution channel for their goods or services, helping them reach out to new customers. Therefore, social enterprises which are able form such social networks in form of partnerships are operating beyond their social circles giving them advantage to grow much faster compared to those that don't.

As a means of enhancing entrepreneurial competencies among social enterprises for growth, entrepreneurs should engage in training and capacity building. Through mentorship programs, social entrepreneurs will develop skills such as higher levels of proactive behavior in terms of strategic planning, opportunity seeking and concept formulation and controlling that are needed to develop their social ventures leading to growth.

Government can also help in developing entrepreneurial competences among social enterprises by creating awareness campaigns aimed at helping to identify, engage and promote social

innovators that are contributing to solve social problems. By bringing up more social innovators through these campaigns, it will increase on the number of social entrepreneurs who are competent enough to seize high-quality business opportunities, explore new ideas and hence increasing chances of succeeding and performing better leading to the growth of social enterprises.

Therefore, basing on the results of this study, social entrepreneurs should double their social networking capacity, increase their bricolage activities and entrepreneurial competencies as this will also double their innovative capacities, leading to the increased growth of social enterprises.

5.4 Limitations of the study

- i. Failure to receive completed questionnaires in time. This was due to delays caused by the respondents who stayed with the questionnaires for long. However, for some respondents, the researcher was able to call in and remind them, for others, she visited their premises regularly to remind them of the questionnaires and they were able to allocate some time.
- ii. Some respondents were not willing to participate due to their busy schedules. However, the researcher was able to discuss and find convenient time for attending to the questionnaires.
- iii. Unwillingness and fear to provide information by some respondents with a view that the information was to implicate them or their CBOs. To solve this challenge, the researcher clearly introduced herself as a student carrying out academic research. She further assured the respondents that their personal details were not going to be published anywhere.

- iv. Loss of some questionnaires especially from the respondents as some used them for rough work or forgot them in their homes. To solve this, the researcher agreed with the respondents to be provided with another questionnaire for filling.

5.5 Areas for Further Research

The study adopted a cross sectional design which studied the CBOs at a given point in time. To study the true nature and quality on the effect of bricolage, social networking, entrepreneurial competence and growth of social enterprises, a longitudinal study could have been more appropriate. Also, the study concentrated on bricolage, social networking, entrepreneurial competence and growth of social enterprises, a case study of Kampala district-based CBOs. Further research should attempt to widen the scope of the study to cover all social enterprises in Uganda to ascertain the findings.

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Appendix 1: Questionnaire

MAKERERE UNIVERSITY BUSINESS SCHOOL
FACULTY OF GRADUATE STUDIES AND RESEARCH

Dear Respondent,

I am Karagwa Dorothy from the above-mentioned institution. I am conducting research about bricolage, entrepreneurial competence and growth of social enterprises in Kampala district. This research is a partial fulfillment of the requirement for the award of Masters of Science in Entrepreneurship. You are kindly requested to fill in the questionnaire, the information provided will be used for purely academic purposes and your information will be treated with high confidentiality.

SECTION A: BACKGROUND INFORMATION

1. Respondent’s personal information

Gender: Male Female

Age: under 20 20-29 30-39 40-49 50 and above

2. Marital Status: Single Married

3. Educational Level

Primary O’ level A’ Level Institution Any Other

4. Information about the Organization

Please tick where appropriate

1. Name of the Organisation	
2. Area of operation e.g. education, health, women empowerment	<input type="checkbox"/> Education <input type="checkbox"/> <input type="checkbox"/> Women empowerment <input type="checkbox"/> <input type="checkbox"/> Youth empowerment <input type="checkbox"/> <input type="checkbox"/> Health <input type="checkbox"/> Others (Please specify).....
3. How long has the enterprise been in operation?	<input type="checkbox"/> 1-2 <input type="checkbox"/> <input type="checkbox"/> 3-5 <input type="checkbox"/> <input type="checkbox"/> 6-7 <input type="checkbox"/> <input type="checkbox"/> 8 and above <input type="checkbox"/>
4. How many beneficiaries are in the enterprise?	<input type="checkbox"/> Less than 5 <input type="checkbox"/> <input type="checkbox"/> 6-10 <input type="checkbox"/> <input type="checkbox"/> Above 10 <input type="checkbox"/>
5. Location of the enterprise by division	<input type="checkbox"/> Nakawa <input type="checkbox"/> <input type="checkbox"/> Central Kampala <input type="checkbox"/> <input type="checkbox"/> Rubaga <input type="checkbox"/> <input type="checkbox"/> Kawempe <input type="checkbox"/> <input type="checkbox"/> Makindye <input type="checkbox"/>
6. What is the nature of ownership?	<input type="checkbox"/> Individual <input type="checkbox"/> <input type="checkbox"/> Group <input type="checkbox"/> <input type="checkbox"/> Others (Please specify).....

SECTION B

Please indicate your opinion by ticking in the box below.

1. BRICOLAGE

BRICOLAGE		Level of frequency					
1-Never, 2-Very Rarely, 3-Rarely, 4-occasionally, 5-Very often, 6-Always		1	2	3	4	5	6
1	We deal with new challenges by combining our existing resources and other resources inexpensively available to us						
2	We use any existing resource that seems useful to respond to a new problem or opportunity.						
3	We are confident of our ability to find workable solutions to new challenges by using our existing resources.						
4	By combining our existing resources, we sometimes get challenges						
5	We combine resources to accomplish new challenges that the resources weren't originally intended to accomplish.						
6	We gladly take on a broader range of challenges than our resources would be able to solve						
7	When we face new challenges, we put together workable solutions from our existing resources						

2. SOCIAL NETWORKING

Please indicate your opinion by ticking in the box as to what extent you disagree or agree with the statements

SOCIAL NETWORKING		Level of Agreement					
1-Strongly disagree, 2-Disagree Moderately, 3-Disagree slightly, 4-Agree slightly, 5-Agree Moderately, 6-Strongly agree		1	2	3	4	5	6
1	In our social enterprise most of our members participate in social organizations in this community						
2	I am leader in the social group to which I belong.						
3	I belong to a social group where most members are neighbors.						
4	I belong to a social group with members from different religions.						
5	Members of this social enterprise belong to social groups with members from different tribes						
6	I belong to social groups with members from different age groups						
7	I belong to social groups which frequently interact with other groups outside this community						
8	We have many people beyond this social enterprise that we can turn to in case we needed help						
9	Most of the members in this social enterprise are friends to friends who know each other						
10	We are friends to prominent people in this community						
11	We have many stable friendships and we support and trust each other						
12	In this Social enterprise, we have people we can call upon for help						

13	Members of this social enterprise closely talk to many social enterprises in this community when they have problems						
14	Members within this social enterprise can easily approach other social enterprises within this community when they have problems						
15	In this social enterprise, we always go outside this community to visit						
16	In this social enterprise, members always get together with friends to play games and recreational activities						
17	In this social enterprise, we are always visited by friends when we get problems						
18	Members of my social enterprise have many friends with whom we are very close within and outside this community						

3. ENTREPRENEURIAL COMPETENCE

Please indicate your opinion by ticking in the box as to what extent you disagree or agree with the statements

ENTREPRENEURIAL COMPETENCE		Level of Agreement					
1-Strongly disagree, 2-Disagree Moderately, 3-Disagree slightly, 4-Agree slightly, 5-Agree Moderately, 6-Strongly agree		1	2	3	4	5	6
1	I identify goods or services customers want.						
2	I perceive unmet consumer needs.						
3	I actively look for products or services that provide real benefit to customers.						
4	I seize high-quality business opportunities						
5	I develop long-term trusting relationships with others						
6	I negotiate with others.						
7	I take reasonable job-related risks.						
8	I look at old problems in new ways.						
9	I explore new ideas.						
10	I treat new problems as opportunities.						
11	I plan the operations of the business.						
12	I plan the organization of different resources.						
13	I keep the organization run smoothly.						
14	I organize resources.						
15	I determine long-term issues, problems, or opportunities.						
16	I am aware of the projected directions of the industry and how changes might impact the firm.						
17	I align current actions with strategic goals.						
18	I monitor progress toward strategic goals						
19	I determine strategic actions by weighing costs and benefits.						
20	I refuse to let the venture fail whenever appropriate.						
21	I possess an extremely strong internal drive.						
22	I commit to long-term business goals.						

4. SOCIAL ENTERPRISE GROWTH

Please indicate your opinion by ticking where appropriate

SOCIAL ENTERPRISE GROWTH						
NUMBER OF BENEFICIARIES		1-20	20-40	20-60	60-100	100 and above
1	People trained to be self-sustaining					
2	People employed by the enterprise					
3	People buying our products and services					
4	People alleviated from poverty due to the enterprise activities					
5	People who have gained skills through the enterprise					
NUMBER OF PROGRAMS						
6	Activities that the enterprise offers to the community					
7	New opportunities that the enterprise is currently working on to introduce to the community					
8	Opportunities that will be worked on in the near future					

INCOME							
Please indicate your opinion by ticking in the box as to what extent you disagree or agree with the statements:							
INCOME		Level of Agreement					
1-Strongly disagree, 2-Disagree Moderately, 3-Disagree slightly, 4-Agree slightly, 5-Agree Moderately, 6-Strongly agree		1	2	3	4	5	6
9	Our rate of turnover has increased greatly from the time we started						
10	We have been consistently earning profits from our goods and services						
11	We anticipate higher profits in the future						
12	There was a high sales growth this year						
13	Profitability for future sales is unpredictable.						
14	The enterprise stock turnover is high						

Thank you for your kind corporation

Appendix 2: Introductory Letter for Data Collection



MAKERERE UNIVERSITY BUSINESS SCHOOL

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Faculty of Graduate Studies & Research

March 18, 2019

TO WHOM IT MAY CONCERN

Dear
Sir/Madam

RE: DOROTHY KARAGWA MSCE 2016/HD10/3071U

The above named is a student of Makerere University Business School pursuing studies leading to the award of Master of Science in Entrepreneurship of Makerere University.

She is currently studying with us and would like to carry out research on **“Bricolage, Social Networking, Entrepreneurial Competences and Social Enterprise growth in Kampala District.”**

Any assistance rendered to her will highly be appreciated.

Thank you,

Junior Odek.

Faculty Administrator

