

**INFLUENCE OF BUSINESS INCUBATION ON PROVIDING
JOB OPPORTUNITY TO YOUTH IN TANZANIA:
A CASE OF ZANZIBAR TECHNOLOGY AND BUSINESS
INCUBATION CENTER**

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JOB OPPORTUNITY TO YOUTH IN TANZANIA:
A CASE OF ZANZIBAR TECHNOLOGY AND BUSINESS
INCUBATION CENTER**

By

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**A Dissertation Submitted in Partial Fulfillment for the Requirements Awarded
on the Degree of Masters of Science in Entrepreneurship at Mzumbe University.**

2019

CERTIFICATION

We, the signatories certify that, we have recite and hereby recommend for acceptance by the Mzumbe University, a dissertation titled “**The influence of Business Incubation on Providing Job Opportunity to Youth in Tanzania: A Case Study of Zanzibar Business Incubation Center**”; in the fulfillment for the award on the degree requirements on Master of Science in Entrepreneurship (MSc. Entrepreneurship) at Mzumbe University.

Signature

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Major supervisor

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Internal supervisor

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DEDICATION

To my lovely parents Mr. JABIR HAMZA MAALIM AND MRS. AMINA SAID YUSSUF “may ALLAH bless them” for their endless devotions.

My one only lovely husband Mr. SAID MOHAMED LGHASAN for his continuous encouragement and patience.

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For my brothers and sisters on their indefinite love, care and limitless support.

I pray that Allah blesses you and make your dreams come true.

LIST OF ABBREVIATIONS AND ACRONYMS

BI	Business incubation
GDP	Gross Domestic Product
GET Youth	Global Employment Trends for Youth
ILO	International Labor Organization
MLEEYWC	Ministry of Labor Empowerment, Elders, Youth, Women and Children
NBIA	National Business Incubation Association
NDP	National Development Plan
SMEs	Small and Medium- sized Enterprises
UDEC	University of Dar es Salaam Entrepreneurship Center Incubator
UN	United Nations
ZTBI	Zanzibar Technology and Business Incubator

ABSTRACT

The purpose of this study was to analyze the influence of business incubation in providing youth employment. To archive this objective, the researcher selects management competence, entrepreneurial skills and technical skills as independent variables and job opportunity (youth employment) as dependent variable.

This study has been conducted in Zanzibar and has been selected as study area because of easy access of getting information (data), the study used simple random sampling to get the questionnaire toward the respondents, 100 questionnaires was distributed to incubates of Zanzibar Technology Business Incubation Center and only 70 were collected used for analysis in this study.

Descriptive analysis, correlation analysis and regression analysis have been used in this study to analyze the results in order to arrive at conclusion.

Regarding the primary objective, this study has revealed positive strong significant relationship between management competence and job opportunity to youth. Furthermore, it has been revealed that an entrepreneurial skill was also found to be significant predictor of job opportunity. Using regression analysis management competence provided by business incubation is the most predictor and ranked number one for the outcomes of job opportunity to youth, followed by the entrepreneurial skills. Technical skills were found to be non-significant to job opportunity on incubation center in Zanzibar. In general, the findings of this study indicates significant association between management competence, entrepreneurial skills and technical skills provided in business incubation center with job opportunity to youth.

This study recommended that; the findings have revealed the existence of a significant relationship between youth incubators (business incubation centers) and success of youth entrepreneurship as part of job opportunity. Government being in charge of policies and being the biggest spender in the country needs to act as a strategic partner in incubation centers.

For any incubation center to achieve success, it needs to struggle on having government support both financial and technical government's support as strategic partners.

The areas focused for further studies in this regard; the study was not exhaustive in all the factors that contribute to success of youth entrepreneurship based on incubation centers. Therefore, scholars and academicians should carry out further studies on the same topic, however, focusing on other factors not considered by this study.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION AND COPYRIGHT	ii
ACKNOWLEDGEMENT	iii
DEDICATION.....	iv
LIST OF ABBREVIATIONS AND ACRONYMS	v
ABSTRACT	vi
LIST OF TABLES	xi
LIST OF FIGURES	xiii
LIST OF APPENDICES	xiv
 CHAPTER ONE	 1
1.0 Introduction	1
1.1 Background of the study/ Problem.....	2
1.2 Statement of the Problem	4
1.3 Objective of the Study.....	5
1.3.1 General objective of the study.....	5
1.3.2 Specific objectives of the study.....	5
1.4 Research Questions	6
1.5 Scope of the study	6
1.6 Significance of the study	7
 CHAPTER TWO	 8
LITERATURE REVIEW.....	8
2.0 An overview	8
2.1 Conceptual Definitions	8
2.2 The role of business incubations	9
2.3 Types / models of business incubation:	10
2.4 Challenges faces business incubator.	13
2.5 Business incubation in Tanzania:.....	15
2.6 Why focus on Youth?.....	17

2.7 Types/ Model of Youth Unemployment	19
2.8 Characteristics and Indicators for Youth Employment and Unemployment	21
2.9 Youth Job losses and the Enactment of the Social Policies in Tanzania.	23
2.10 The Labour Force Situation in Zanzibar:	26
2.11 Major Factors Contributing Youth Unemployment in Zanzibar	26
2.12 Entrepreneurs	29
2.13 The entrepreneurial skills imparted by business incubator.	30
2.14 Entrepreneurial venture / business venture.	34
2.15 Theoretical Review	35
2.16 Empirical Review.....	38
2.17 Conceptual framework review	41
CHAPTER THREE	44
RESEARCH METHODOLOGY	44
3.0 Introduction	44
3.1 Research design.....	44
3.2 Research approach	44
3.3 Area of the study	45
3.4 Population and sampling	45
3.5 Sample size.....	45
3.6 Sampling Methods	45
3.7 Data collection and techniques.....	46
3.8 Data presentation and analysis	46
3.9 Research ethics.....	49
CHAPTER FOUR.....	50
PRESENTATION AND DISCUSSION OF FINDINGS	50
4.1 Introduction	50
4.2 Demographic Information.....	50
4.2.1 Gender Response.....	50
4.2.2 Age Analysis	51

4.2.3 Education Level	51
4.2.4 Joining ZTBI / Membership.....	52
4.3. Entrepreneurial Skills (ES)	52
4.3.1 Statements regarding training of business skills	55
4.3.2: Statements regarding personal entrepreneurial skills.....	57
4.4. Technical Skills.....	59
4.5. Validity and Reliability of data.	62
4.5.1 Total statistics of reliability test for each variable.	63
4.6 Descriptive Analysis	65
4.7. Correlation Analysis.....	65
4.8 Regression Analysis	69
CHAPTER FIVE.....	74
CONCLUSION AND RECOMMENDATION	74
5.1 Introduction	74
5.2 Summary of the study	74
5.1 Conclusion	75
5.2 Recommendation.....	76
5.3 Suggestion For Further Studies.....	77
REFERENCES.....	79
APPENDIX	84

LIST OF TABLES

Table 2.1 Measurement of the Variables:	43
Table 4.1: Gender Response	50
Table 4.2: Age of the Respondents	51
Table 4.3: Respondents Academic Profile	52
Table 4.4: Membership to ZTBI	52
Table 4.5: Prior Entrepreneurship as ES	52
Table 4.6: Family Business as ES	53
Table 4.7: Spouse Support as ES	53
Table 4.8: Problem Solver as ES.....	54
Table 4.9: Creativity as ES	54
Table 4.10: Boss Desire as ES	54
Table 4.11: Business Plan Development Training.....	55
Table 4.12: Maintaining Business Records Training.....	55
Table 4.13: Communicate With Partner.....	56
Table 4.14: Innovating Problem Solving Techniques.....	56
Table 4.15: Preventing and Marketing Easily Skills.....	57
Table 4.16: Skills on Write Excellent Business Proposal.....	57
Table 4.17: Ability to Manage Development Project Skill.....	58
Table 4.18: Writing Business Plan Skills.....	58
Table 4.19: Budgeting Skills.....	58
Table 4.20: Visibility Study Skill	59
Table 4.21: Statement on Strategic Partner.....	59
Table 4.22: Statement on Links to Investor	60
Table 4.23: Statement Regarding Links to Financers	60
Table 4.24: How Often the Service Provision Is Required.....	61
Table 4.25: Statement Regarding Business Records.....	61
Table 4.26: Business Challenges.....	62
Table 4.27: Reliability Statistics	62
Table 4.28: Reliability of Management Competence	63
Table 4.29: Item Total Statistics	63

Table 4.30: Reliability of Technical Skills	64
Table 4.31: Item -Total Statistics	64
Table 4.32: Reliability Entrepreneurial Skills.....	64
Table 4.33: Item -Total Statistics	64
Table 4.34: Descriptive Statistics.....	65
Table 4.35: Correlation	66
Table 4.36: Model Summary.....	70
Table 4.37: ANOVA	71
Table 4.38: Coefficient.....	71

LIST OF FIGURES

Figure 2.1: Business Incubation Model.	12
Figure 2.2: Causes that define the levels of employment and job loss	25
Figure 2.3: The model of Maslow's hierarchy of need	37
Figure 2.4: Push and Pull factors for entrepreneurial motivation	38
Figure 2.5 Conceptual framework.....	42
Figure 4.1 Checking Normal Distribution	68
Figure 4.2 Normal probability plot and the scatter plot	69

LIST OF APPENDICES

Questionnaire For Youth As Young Entrepreneurs	84
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CHAPTER ONE

1.0 Introduction

According to Berge and Norman (2008) Business incubators have been proven and recognized to provide the platform and offers that used for nurturing and raised businesses. In fact, incubators are appreciated globally as crucial tool for the growth of Small Medium Enterprises. Incubations become rising spectacle in countries like India, South Africa, Brazil and Russia. However, in third world nations like Tanzania, incubators together with Small Medium Enterprises still come across a number of obstacles that results business failure and high unemployment especially to youth.

Youth unemployment is a problem that affects most countries. The ability of youth to engage in productive activities has both social and economic consequences in the society. In the second quarter of 2013, the Tanzania unemployment rate increased to 25.6% from 25.2% (Zanzibar strategy for Growth and Reduction of Poverty 2014).

The National Development Plan (NDP) in the year 2015 provides an aspiring vision of Tanzania in 2030 and the context within which all youth-oriented programs should be located. As Tanzania has population which is rapidly urbanizing. A young population can be an advantage to a country, provided that the majority can be employed productively. However, the NDP further states that Tanzania must find ways to urgently reduce the alarming levels of youth unemployment and provide young people with broader opportunities, The framework of the NDP in the year 2009 that was released in 2010 had as its main objective to create 5 million new jobs by 2020. Thereby the solution to this problem is formulating the business incubators in Tanzania. Among these are University of Dar es Salaam Entrepreneurship Center Incubator (UDEEC-BDS), Zanzibar Technology Business Incubation. They designed to create supportive environment and the channel appropriate assistance to new knowledge based enterprises intending to enter the market for business development

services. Therefore it is important to know how the business incubator influences youth employment.

1.1 Background of the study/ Problem

All countries around the world have taken different measures to solve their problems. Even though such optimistic trends continue, still there are many obstacles that challenge people's lives globally. Among these challenges is unemployment. Nowadays, the worldwide societies make progress from bottomless collapsed and downturn which results to the defeat of many jobs. As maximum number of individuals gets their earnings through work-effort, job consumes heavy-duty influence on individual's occupations and their life styles welfare together with the commercial progress of the economy. Employment is measured a basic human right. The Article 23 of the United Nation's Universal Declaration of Human Rights states that "Everyone has the right to work, to free choice of employment, to just and favorable conditions of work and protection against unemployment" (UN, 1948:23.1).

Putting an eye on "Global Employment Trends for Youth 2012" delivered in 2012; the International Labour Organization observes the ongoing job catastrophe affecting youth globally. Improvements in occupation rates for youth destroyed. Four to five years needed to recover from job loss situation. Currently, many youths completely have loss hope searching for jobs. ILO's Theodor Sparreboom, Senior Economist indicates the present young people job loss rates with the universal level around 12.7%. The condition is warning mostly in developing countries affected by the decline of the working situation for youth who increasingly and hired in unpermanents works, since they have no other choices. Young people are less defenseless to external tremors, these likes an economic catastrophe, lack of capabilities in professionals, poor communal networks and linkages or additional experiences that would create easiness for young people to discover chances of employment. "In most regions youth were nearly three times more likely to be unemployed than adults" (ILO, 2010:17).

This is mainly distressing beside the experienced that young people symbolized a huge percentage of the globe's residents. The youth efforts and inspiration, creativeness and capacity explore an abundant prospective for firms to flourish through providing huge chances on communal and commercial development. The United Nation claims that "Policy makers must ensure that educational curricula prepare young people for the job market, providing them with professional, entrepreneurial and job-search skills" (UN, 2007:39), recognizing that equivalent graduate school syllabuses with current workstation necessities.

Like many other African countries, youth unemployment is also extensive in Tanzania. The findings from the Economic Survey (2016) indicate that the prevalence of youth joblessness situation in Tanzania is considered to be the key countrywide progressive challenge, together on commercial and communal problems. Unemployment problem begins to rise in the 1970s, after the state faced a financial calamity, which was revealed on declining in the yearly Gross Domestic Product growing ratio starting 5percent to an average of 2.6 percent in the beginning of 1980s, continue to fell further about 1 percent at the beginning of the 1990s (URT, 2000). Despite the numerous resources invested in the country to solve this problem, Government has come with the idea of incubator programs, their impact on SMEs. Even if there is improvement and development in such scholars and reviews in current years, for professional incubators to develop and rise on Small Medium Enterprises effectively in Tanzania, a business education and abilities are essential. Together with close professional incubators innovativeness, capabilities and expertise that disturbs the inputs and impacts towards SMEs commercial progress needed to be examine in deep. Using Zanzibar as a case study, with regard to unemployment and entrepreneurship among the youth, the research therefore will explore the influence of business incubators in providing youth unemployment.

1.2 Statement of the Problem

Zanzibar as part of United Republic of Tanzania suffers the same unemployment challenges as other developing countries around the world. (ILO, 2008, p.3) The youth unemployment challenge in Zanzibar is quite critical. This was the results of new emerging labour market challenges originating from the new socio-economic environment, intensified regional integration, new developments in science and technology, and the globalisation challenges that were not previously addressed.

According to Zanzibar Household Survey 2009/2010, 63% represents Zanzibar residents is under the age of 26yrs. Zanzibar faces huge number of youth unemployment which is now hit to 20%. This number mainly caused by the drop out students at the level of form two or form four whose age between 16 to 18 years old. On this level, these youths are not graduates and government did not arrange good mechanism to develop them. Once they dropped, they are on their own. Here the youth unemployed problem in Zanzibar is started.

In order to overcome this problem, Business incubation center has been established and contribute to provide relevance entrepreneurial skills, technical skills and management competence in incubation centers aimed to promote youth employment on establishing their own ventures through self-employment based on capacity building.

Empirically, the young people in Zanzibar are seen as “key agents for social change, economic development, and technological innovation and they are major human resource for development”. Thus youth use business incubation centers to struggle for self-developments and up rise on innovative and imaginative in discovery means to advance their particular prospective or contributing inside their environmental surroundings. This will only be accomplished when business incubation centers are well formulated. A study on business incubation and clustering in Tanzania by Dr Imani (2016) explains about the process of business incubation and clustering that forming a new political and economic agenda but insufficiently forget to explains on

how entrepreneurial skills, management competence and technical skills play huge role on providing capacity building to youth in self-employed skills.

Currently, regardless of the hard work being made by the government of Zanzibar in funding on Small Medium Enterprises, It has been revealed that Business incubator has been generally accepted as an engine for economic growth in many ways. This can be viewed in production of goods and services, contributions to a country GDP, employment especially for youth as majority class within a population of the country. The Zanzibar technology and business incubator (ZTBI) set up by the ministry of labour empowerment, elders, youth women and children (MLEEYWC) in 2015 to encourage youth of Zanzibar to launch their own business. The program targets aspiring individuals, giving them the tools and knowledge to become successful entrepreneurs. Therefore, there is a need to solve and questionable deep to see how the influence of incubation centres on providing youth employment in Zanzibar by looking on strategies, types of incubation, coverage, and services offered and management skills obtained.

1.3 Objective of the Study

This part presents the general objective and the specific objectives of the study.

1.3.1 General objective of the study

The main objective of this study is to analyze how business incubator influences youth employment in Zanzibar.

1.3.2 Specific objectives of the study

Specifically this study aimed,

- i. To analyze the relevance of the entrepreneurial skills imparted by business incubators on the creation of youth employment.
- ii. To analyze the role of technical skills that business incubators plays for promoting youth employment in SMEs.

- iii. To find out the extent to which managerial competence in incubation centers promote youth employment.

1.4 Research Questions

In order to realize the above stated objectives. The study will employ the subsequent mention research questions bellow.

Main research question

- i. To what extent does business incubator contribute directly in employing youth generation?

Sub research questions

- i. Is there any relevance between entrepreneur skills imparted by business incubator and SMEs growth?
- ii. What role does technical skills in business incubators plays for promoting youth employment in SMEs?
- iii. To what extent does managerial competence in incubation centers promote youth employment?

1.5 Scope of the study

Conducting the study from the whole country is merely not easy task because of the some limitations. Despite the concept of unemployment is very wide, therefore this study will base to available business incubator in Zanzibar, the Zanzibar technology business incubator which will focused on the urban area of Zanzibar where by youth aged 18 years to 35 years both male and female are perfect age group, according to Tanzania Education Policy he/she will be in a position to have completed the secondary and university education level.

1.6 Significance of the study

General significance:

- This research help the government to know for how much entrepreneurial activity now in less developed countries are essential contributor headed for poverty reduction and commercial growth. Also the study helps government to prepare suitable planning that helpful to maximize the rates of income to the people. That mean to say, this research will explore the government policies that will effectively reduce the youth unemployment growth rate with its associated problems in Zanzibar and Tanzania in general.

Specific significance:

- The study can play as pull inspirations towards the need for accomplishment and the wish to stand on self-determining and communal developed opportunities, because most of the young people are concerned by the benefits of self-employment.
- More over the study will add more knowledge in literature works and reduce the gap concerning the issue of contribution on incubation centers towards employment.

CHAPTER TWO

LITERATURE REVIEW

2.0 An overview

This section assess theories and collected works related towards the influence of business incubator in providing job opportunity to youth, in order to gain insight on the subject matter based on different authors on what have been written on about this study, the basic aim is to provide a material understanding of the main contents within a subject of the study, where by a researcher will make a critical review on variables such as independent and dependent variable. Thereby a great attention will be on reviewing on acknowledging other scholar's works which are directly relates to this study so as to cover the existing knowledge gap and add a material advantage. The chapter also includes: the definitions of main terms, characteristics of entrepreneurial skills, types and models of incubation center and the challenges cope with in running their businesses, the theoretical review, empirical review and Conceptual framework of the study.

2.1 Conceptual Definitions

Business incubator

An organization designed to accelerate the growth and success of entrepreneurial companies through an array of business support resources and services that could include physical space, capital, coaching, common services, and networking connections. (Berge and Norman)

A business incubator is a company that helps new and startup companies to develop by providing services such as management training or office space.

The National Business Incubation Association (NBIA) defines business incubators as a catalyst tool for either regional or national economic development.

According to Adegbite (2001:157) describes the notion of business incubation equally on method of constructing new minor firms and enterprises based on condition that fostering Small Medium Entrepreneurs in the behind variety of facilities and works. The universal coverage in fully establishes workshop structures on elastic and reasonably priced terms. The establishment of a wide-ranging on mutual same services, comprising issues like enterprise counseling and preparation, collective secretarial care, start-up funding support together with product improvement and promotional advertising services.

2.2 The role of business incubations

The core and major goals of professional incubators are divided into two areas:

Firstly is to encourage the innovation together with invention towards the development of business firms and its survival.

Secondly, business incubation can cause and resulting to job formation and commercial employment growth. Therefore the determination on incubation procedures and practice leads to raise the living standard at each person who survives and living in the environmental surroundings.

In theory, the professional incubator recognized as supervision to the upcoming organizations, the core intention and reason is producing creativity. Traditionally, Business Incubations is formulate to minimize Small Medium Enterprises failure rate and businesses in promptness introducing new venture formations and raise their probabilities of accomplishment, attainment and ever long lasting. Assisting to encourage business formation and increasing the budget by promoting entrepreneurs on condition that numerous services are established.

Nevertheless, this study indicates an incubator as enactments and doings easily assessed based on Zanzibar society mainly on generating youth employment by structuring the business activities through identifying opportunities together on using networking establishment

2.3 Types / models of business incubation:

This is explaining about the summary of post series concerning professional incubation types that established and formulated by scholars, academicians, consultants, experts and specialists during 1985. They produced and introduced about twenty different types of models. The major purpose is to assess and evaluate current professional incubator's types, by evaluate their past performance with effectiveness for commercial modernization and improvements determinations. Below are the major types and models of business incubations.

- **White – box, process model, operations:**

This model developed by Campbell, Kendrick and Samuelson (1985). Its major worries are based on progression tasks of incubator as key commercial improvement instrument in converting ideas and awareness into actual professional firms and enterprises.

- **Mixed, structure, operations:**

This model introduced and established by Smilor in the year 1987 by filtering the Campbell's types of incubation model. Smilor twisted this incubation model by elaborating the key incubator associates, upkeep schemes with elaboration of core results of the incubation development. It also recognizes incubator as a conversion device that support businessperson in structuring their projects. However, presentation of this type of incubation does not offer wide evidence on precise services generated from professional incubator deliveries to the incubates, Smilor classifies the welfares and aids that professional incubators deliver and offers to their incubates on 4 scopes. These are access to the network of entrepreneurs, faster trouble shooting, integrity expansion and the limitation of the knowledge teaching curve.

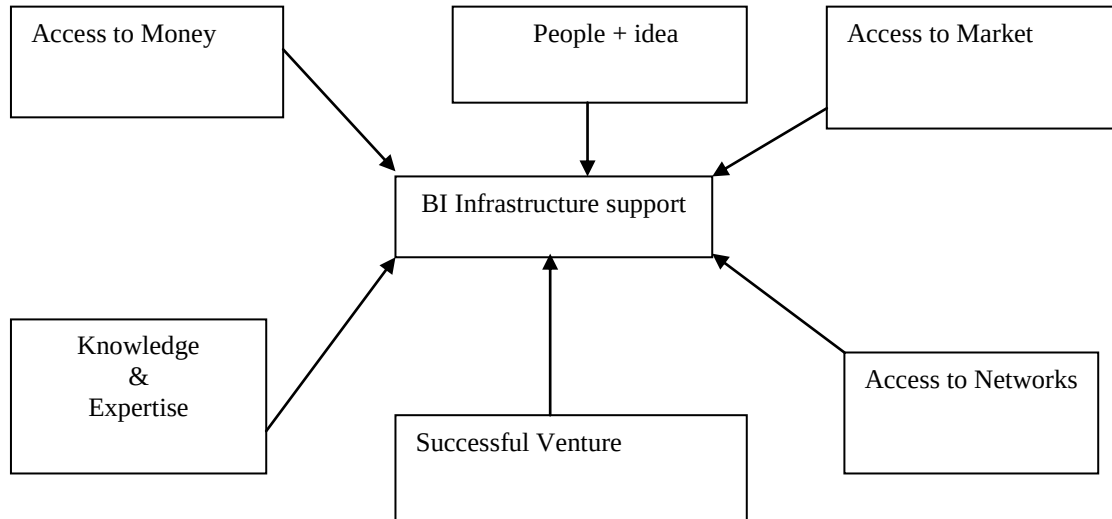
- **Black-box structure model, operations:**

This is the mixture of two models. Smilor announced his ideal type of incubation and then extended by Nijkamp (1988). Nijkamps model states that the clarification of a generic professional incubator acts as a mediator between businesspersons and surrounded society. Therefore, positive execution and application of the incubator needs mixture of these essentials features includes foundations of businesspersons, request for professional incubation facilities offered and opportunities recognitions.

- **White –box, process model, operations:**

This model is a major correct and accurate one. Carter and Jones – Evans (2000) recommends a typical five stage incubation procedure, this model structured and concentrated on the desires of the incubates that reinforced on service delivered and offered during the incubation progression. Carter and Jones – Evans explains that the incubation comprises with subsequent stages like; idea creation, development of entry in the post, recognition of chances, entrance and presentation, pre start forecasting with preparation.

Figure 2.1: Business Incubation Model.



Source: adopted and modified from Berge and Norman 2019.

Input –output model:

Business Incubation Model by Costa-David et al (2002) recommended that this type comprises with the input – output incubation practice. According to him, business incubators operation can be demonstrated as the Inputs who are made by stakeholders, resources by management, and business ideas put submitted by entrepreneurs. The outputs are successful incubate graduating with a successful enterprise and capacity to create wealth that impacts both the local and national economies. Costa-David et al (2002) explains that the processes happens in between the inputs and outputs through the setting up of incubator space and other support services to provide successful incubates as outputs, in this case positive incubate graduates. Considering the dimension of operation, enterprises are selected that strictly meet the set criteria to target a particular pool of entrepreneurs. Particular entrepreneurs are advised to start with a feasibility study-incubation course, usually concerning a mixture of preparation and commercial forecasting, prior to being admitted into to the incubator. The process of incubation usually takes along three types of business assistance on services –business training, mentorship of business,

support on finance and technology support. Internal and external networking constitutes the other basic features of the package. These services are usually sequenced from proactive identification of entrepreneurs, assisting them prepare business plans and finally offering guidance on the steps to form a new enterprise. The pre-incubated entrepreneurs are normally offered office space with accompanying basic secretarial care (e.g. internet, printing) for a stipulated amount of time aimed to rely upon thinking of a marketable strategy.

2.4 Challenges faces business incubator.

- **Availability and Admission towards Entrepreneurial Experienced Execution.**

As explained by Cullen et al (2009) on access to entrepreneurial management. Choosing and attracting effectively entrepreneur based on experienced professionals to cope with the enterprises functions is a serious aspect for the achievement and development of each professional incubator. They also clarifies that lacking with experienced and knowledgeable assistants expertise, the business firm will bump into complications and troubles in maintaining and in providing together an offer of quality services.

Scaramuzzi (2008) also recommends on a professional incubator to improve long trust with its stakeholders and continuous good relationship for the development. The incubator have a duty to think through on the main strategic planning components likes: subsequently governance support, a board to rule and guide incubator activities; skilled practitioners should be employed by the incubator; also supervision and controlling team of the incubator must contain a manager and a small number of fully employed staff members corresponding to the number of incubates; an incubator should invite and make interest to investor, sponsors, public and private stakeholders.

When this is overcome, automatically access to entrepreneurial management will be controlled.

- **Lack of Business Expertise and Experiences.**

Great evidence on business firms explains that any enterprise with no relevant tactical entrepreneurial skills, technical skills and management competence experience are easy towards failure and business collapsed. Morrison et al (2011)., makes an addition as a numerous business firms are not concentrating with much attention to competence on entrepreneurial education. They also explores that, the executors within the professional incubator needs to have required technical and managerial skills in order for the resources within the incubator to be efficient enough in achieve and accomplishes its goals and objectives.

- **Development, growth and Sustainability.**

When the professional incubation faces with the problem of growth and sustainability may result to a center not to conveying together with accomplished its intentions. Therefore, lack of growth recognized by the annual turnover and overall number of incubates as graduates in the incubation programme Morrison et al (2011). While Lack of sustainability is when the center cannot sustain, retain, preserve and put up with it. Meaning that, the capability of the professional incubation center supervisor is dignified on his or her competence and ability to increase earnings and resources, recruit qualified personnel's with the ability desired to run the incubation smoothly Morrison et al (2011).

- **Availability of Technological Based on Facilities (Prototype).**

Caleb, Olaopa and Siyanbola 2011 elaborates that businesses with inadequate access towards technology based on facilities faces challenges and problems in attaining entrance to resources. Relying on this model of incubation center suggested that the abovementioned problem is more confronted by the truth that "these incubators must also provide potential youth entrepreneurs with information on appropriate space and

flexible leases existing in the market, shared basic business services and equipment, technology support services and assistance in obtaining the financing necessary for company sustainable growth”. Therefore, absence of technology based on facilities is more hindrance obstacle in incubator’s ability to fulfilling the requirements of its incubates on Small Medium Enterprises.

- **Availability of Funding, financial service and Sponsorship.**

Among the procedures of decent supervision and directing is an incubator’s capacity to fascinate and invite financial supporters, promote and increases funds together with organized properties and assets on making the best utilization in the incubation center for serving its incubates. In less developed countries, particularly where professional incubators are continue on the rise in finding support, together with universal linkage is crucial and importance during the initial age of setup and establishments. Universal linkage means partnering and joining with other professional incubators globally. It is declare that professional incubators as nonprofit groups usually obtain their funding from the government institutes together with the delivery of normal charges from incubator’s member fees. The main guarantor needs to “buy into” the professional incubator’s goals with its tasks, on measuring the presentation of works, purpose, aims and idea behind the success, and general incubator tactics (Berge and Norman 2008).

2.5 Business incubation in Tanzania:

According to the research called Business Incubation and Clustering in Tanzania done by Dr Imani S. K at university of Dar es Salaam; on his work: explains about the Processes of business incubation and clustering that forming a new political and economic agenda in Tanzania and other third world countries. Given that the country is still in transition, moving from a centrally planned to a market economy – a shift from a publicly-led, administratively-controlled economy towards a liberalized economy fostering and encouraging private sector development. The study contribute to the field of entrepreneurship and local economic growth by unpacking the general

business infrastructure; SMEs formation, business support policies and location factors that affect SMEs development.

Very rich information has been collected in his research, providing an opportunity to generate substantive results. Based on empirical evidence from the study of the business environment, the activities of firms (SMEs), business policies, and the interaction between entrepreneurs and their counterparts, the paper argues that the poor survival rate of local firms, the slow transition to a private-sector economy, national economic fragility, and SMEs underperformance are results of ineffective business incubation and clustering policies whose economic models have long failed to fit well within the country's past and current social, cultural and economic context.

Also, with the continuous changes in global business that have impacted significantly in Tanzania and led to an influx of businesses of different sizes and capabilities from different parts of the world, the paper questions the role of these firms in local economic growth and their impacts on local business incubation to provide employment through new venture creation.

In his work *Business Incubation and Clustering in Tanzania*, Dr Imani S. K also argues that, despite a number of new economic development initiatives targeting entrepreneurship and regional development, the timing and the delivery of support services at different stages of firms' development is still problematic. At the firm level, there are internal hindering factors such as the poor business knowledge of entrepreneurs, poor technology, and lack of innovation that appear to affect the contributions of small firms to local economic growth. The paper concludes that incubation and clustering models that have been introduced into the Tanzanian business environment by multilateral agencies and institutions have a potential to stimulate local growth, but only if the growth they import is translated to fit with the local business infrastructure and the local social and cultural contexts.

2.6 Why focus on Youth?

Youth: Different countries have different conceptions and definitions on youths, in the absence of a uniform definition it is reasonable to use, for purpose of this study a United Nation's (UN) definition in which a youth is classified as;

“An individual male or female in the 15 to 24 years age bracket” (Ministry of labour and Youth Development in Tanzania, 1996, p.l)

The United Nations define youth as persons between the ages of 15 and 24. UNESCO understands that young people are a heterogeneous group in constant evaluation and that experience of ‘being young’ varies enormously across and within countries. Zanzibar has adopted the standard UN definition of youth. The description of youth can be adjustment meaningfully among nations. The group of age related to youth is interrelated to the character they possess in the general public, based on traditional, civil and legal traits. Good concern is youth meaning differs in Italy, the South part it's careful ranges from 14 to 32 years, while the North part considered around 14years to 29 years (O'Higgins, 1997).

Also according to description given in the African Youth Charter where Youth means “every person between the ages of 15 and 35 years”.

In overall, the several definitions disagree on the highest and lower limit of the age-group. Though, in economic languages the lower limit is established at the phase of age when compulsory schooling time completed, fifteen years old. This thesis will consume the code delivered by the United Nation, agreeing on: ‘*Young people include the age-group around 15 and 24 years*’ (O'Higgins, 1997, p. 6).

Yet this age range disturbs minors and young adults, thereby this difference won't be taken into account this relevance for the purpose of this thesis.

Ban Ki-Moon, Secretary-General of the United Nations state that "Around the world, there is growing recognition of the need to strengthen policies and investments involving young people ... Youth can determine whether this era moves toward greater peril or more positive change.

Let us support the young people of our world so they grow into adults who rise yet more generations of productive and powerful leaders."

The ILO approximates that millions of youth are jobless globally. The amount enlarged by more than 4 times as the results of economic crisis from 2008 to 2009, the position for the standard term is getting worse. The universal young people jobless rate is twelve point seven percent in 2012; the International Labour Organization estimates that there is the possibility to enlarge on twelve point nine percent by 2020. Gradually the appreciation and recognition on young people job loss intensities not just a reflection of the commercial progression, fortunately is a stubborn fundamental issue with different causes. Thus needs immediate clarifications that go through financial, working efforts, communal security, and education guidelines and reforms.

Youth who are disappointed on their working conditions or lose hope on searching jobs can feel hopeless, and of no use in the society. It's merely justify expenses to the community together with the economy, but also disturbs young people with psychological consequences: "A lack of decent work, if faced at an early age, threatens to compromise a person's future employment visions and frequently leads to unsuitable labour behavior patterns that last a lifetime" (ILO, 2010:6). Youth feels disappointed as under used assets in society and seen as useless work force in labor market together with financial problems and commercial poor growth. Also the disappointment within young people can generate and cause psychological and health problems together with offenses, forcefulness, wars, miss understandings, crimes and drug dealers.

As a result, high young people jobless contribute to poor financial concert, communal and political unrest and insecurity. (ILO, 2010:6)

Several government supervisions propose rules, strategies and platforms wishes to adjusting the prospective of young people. Based on directed creativities, the administrations can produce a supporting environment for youth by raising their

chances to discover decent works. It is helpful for a nation like Tanzania, as the Young people chances to work is links with networks. (NDP 2010)

2.7 Types/ Model of Youth Unemployment

The ILO defines ‘*unemployment equally with individuals who were excluded from work not less than sixty minutes throughout the small mention dated episode but who exist as energetically looking for job*’. This description from the meaning with the exception of pupils and retired personnel’s. Despite of that, *occupation or job opportunity* is defined as personalities who are compensated in work and received salaries, and includes working force at work accomplishing some occupational profession for wages as payments, at present with a job but not working temporarily. It includes impermanent workers, trainees, laid off people, and personnel on short permitted vacation (Kruppe, Müller, &Wichert, 2007).

Unemployment (job loss) occurs when individuals are without work and actively seeking work, the unemployment rate is a ration of the prevalence of joblessness and it is calculated as a percentage by dividing the number of individuals without a job by all individuals currently in the labor force. According to international labor force organization report, not less than 197million people worldwide are out of work or 6% of the globe’s workforce were jobless in 2012.

The term unemployment has been defined differently depends on the perspectives and discipline of the study, but on the context of this research study the term means as economic condition marked by the fact that individuals actively seeking jobs remain unfired, the person is healthier fit and educational well off. The unemployment is measured in terms of rate where is the percentage of people in the work force who don’t have a work.

Going back to the aim of this study, it is very important to declare the different types of redundancy as being idle without jobs. The major difference is based on **voluntary and involuntary job loss**, where the first one denotes a state of readiness of the person being idle without a job; and the second one refers to a condition that

an individual is jobless and not willing or wishes to stay without a job. Involuntary job loss surrounded by three additional categories, known as:

- Structural job loss
- Cyclical job loss
- Frictional job loss
- **Frictional redundancy or job loss** defined as temporary job loss occurs when employees are changing occupations or seeking for their first job. Here, joblessness situation is not related to declines of the commercial budget or instabilities in marketing; definitely, it assists each personnel, in order for the entire work effort system refining the job-matching practice. It also inspires labor force to hunt and looking for works and occupations that outfit those most. In addition to that, businesses and enterprises discover inspired workforces as the precise one and suitable for the job occupations. Furthermore, energetic and hard workers strategies diminish this form of job loss by increasing the accessibility of worker's data figures and reducing probing charges.
- **Structural redundancy or job loss** as the form of unemployment initiated by the mismatch among work vacancies and employees' skills; this is mainly caused by scientific advancement changes. In this form of joblessness, personnel need to reskill and gain new capabilities as a demand to promote their professional's awareness and acquire extra occupation.
- **Cyclical redundancy** is a continuing curse of joblessness occurred at particular phases on business progression period, and considered by phases of development and expansion with the experience of recessions latter on. It is a form of being without a job as an outcomes of shortage in cumulative demand with deterioration in job posts, inside an assured county or commercial business that survives for an inadequate phase (ILO, Tackling Youth Employment Challenges, 2011).

2.8 Characteristics and Indicators for Youth Employment and Unemployment

From the report prepared by the ILO (2008) concerning about the universal employment movements for young people (GET) explains that young people consist of 40% on overall job loss globally even though they simply presents one quarter in entire employed period of the inhabitants (starting from 15 years and above). during 1997 to 2007, job loss among young people worldwide raised from ten point nine percent to eleven point nine percent while the universal fully-grown job loss rate remained the same at four point two from 1997 to 2007(International Labor Organization, 2008). “The youth are almost three times more likely to be jobless than adults, youth-to-adult unemployment rate was 2.8 in 2007, up from 2.6 in 1997” (International Labor Organization, 2008, p. 3). O’ Higgins (2001, p. 11) distinguished that young people job loss rates are mostly perceived to be greater than fully-grown job loss rates on every nation state as data are presented.

Both less developed countries and developing countries young people work force indicators suggested by International Labor Organization within 2004 disclose the situation of young formative years includes:

- ***Duration of job loss:*** Elongated influences of joblessness are brought into being straight connected to upcoming poverty and communal prohibition. Identifying individuals who practice longstanding job loss suggested in designing interferences in an appropriate opportune mode for individuals who are utmost at risk (International Labor Organization, 2004).
- ***Temporary Work Prevalence:*** Young people are more possible to grasp short-term works than grown-ups (International Labor Organization, 2004). A difficulty allied with short-term jobs has “superior risk of un employments and work force segregation with inferior payments (ILO, 2004, p.16).
- ***The Status of Employment :*** within the notion that earnings and remunerations occupied are appropriate, a great incidence of owing family work increased, this denotes that youth are fronting difficulties on job entrance alterations with the

dominance of low earnings effort is great in less developed nations (International Labor Organisation, 2004).

- ***Employment of unstandardized Economical budget:*** There is no sufficient confirmation on the occurrence of unstandardized job loss surrounded by young people; however, the tendencies in most states shows to the greater level than before, at the presence informal employment in urban areas is unprotected (International Labor Organization, 2004). Also Occupations and working opportunities in the informal segment or institutes are commonly compensated with small remunerations and absence of societal security and safety (International Labour Organization, 2006). International Labour Organization has created the term “working poverty” to pinpoint individual circumstances where personnel work “for long hours with low wages under poor conditions and with no communal safety and security with any voice” (International Labor Organization, 2006, p. 24).

- ***Difference sector participate in employment:*** In third world nations the popularity of unstandardized occupation is greater in the sector of agricultural and the service sector (International Labor Organization, 2004). Osterman (1980) initiate that many young people beginning their professions employment in subordinate jobs and move to most important jobs. Even though, most important jobs propose superior chances of training and steadiness while Subordinate jobs offer smaller number of chances and need less expertise and abilities.

- ***Remunerations:*** International Labor Organization (2004) has specified that a gap is exist between fully-grown salaries and earnings with young people remunerations rising from poor professionals and capability; although no direct solution concerning a gap is suitable as a loop whole.

- ***Job Satisfaction various indicators:*** this is one more factor of workers market situations for young people as a sign of job approval and fulfillment. Moreover, satisfaction rates are challenging to evaluate. International Labor Organization (2004) it also keen out that the university to work force changes are executing through nations and is a good starting point to evaluate the working approval.

2.9 Youth Job losses and the Enactment of the Social Policies in Tanzania.

A number of researchers addressed the difficult of unemployment as a problem connected to the enactment of the social guidelines. Their attention was cited on the tactic that how rules and guidelines are capable to generate the working chances creations. In some states the communal policies have been flowing ultimately imitating the approach and philosophy of the political structure. Good sample is Tanzania, observing on the execution and enactment of employment policy in the nation, on search for exploring the difficult of job loss among young people in the regions. Semboja (2007) claims that, job opportunities necessitate abilities and preparations with a focus on community guidelines that are conducive to construct good surroundings that ties supply with demand and in the trade area of the personnel.

Mchovu et al. (1998:48) also explains that, the guidelines are framed but the implementers are not focus in put action and the extent on results of the policies. Most of the social policies are unclear and do not specify the strategies which are to be working in the course of implementation.

On this point of view, it indicates that problems occur on the phase of applying these guidelines and rules. For example, all communal procedures and guidelines need to be imposed through having actors who are responsible and experience that they are aware with a specific condition and they are all set to examine ups and downs. Mchovu et al also explains about complications arises in fulfilling social rules and guidelines due to different characters from different actors. Therefore, some contradictory benefits arise because what is required by the society is dissimilar from what is highlighted in the rules and guide lines. In Zanzibar, the practice specifies that only group of professional or expertise seats and conveys the strategy directing that, it reveals the spirit and requirements of community. This type of policy cannot meet the aims of the public targeted.

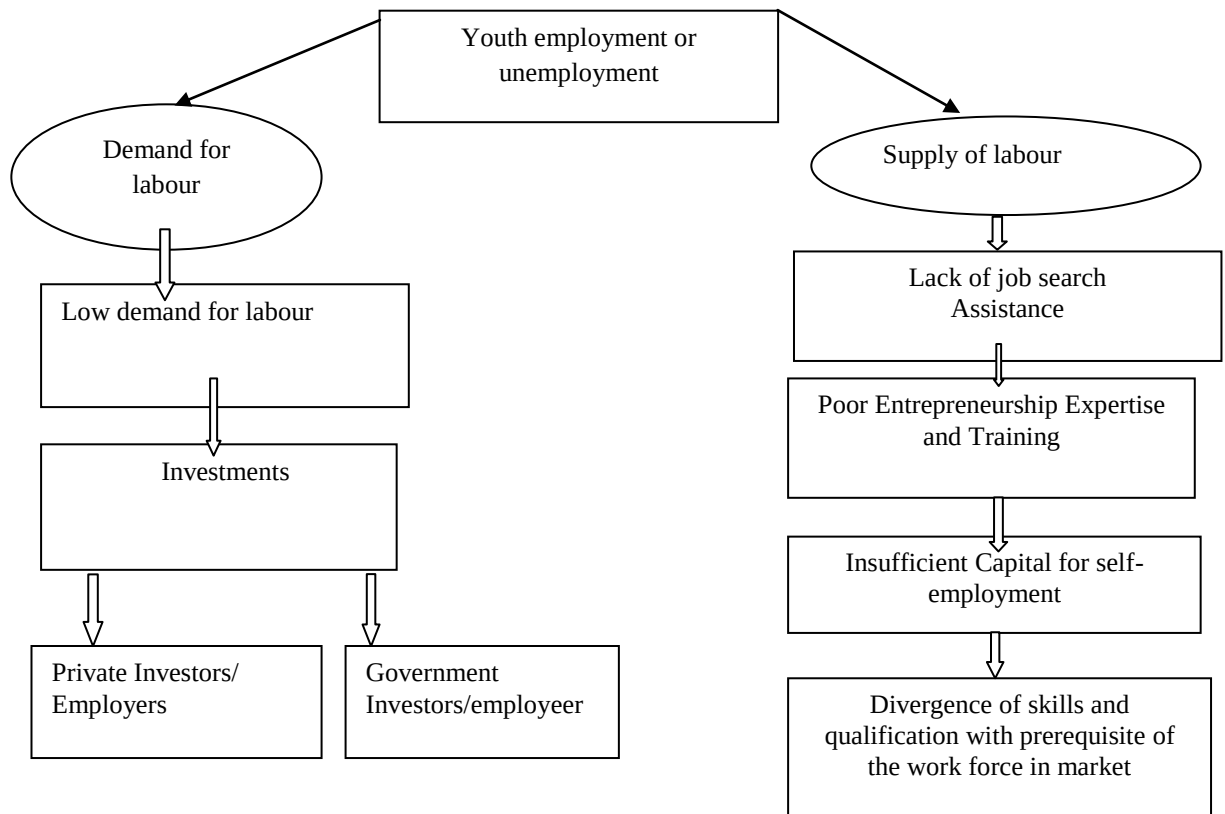
In addition to that, many of these rules and guidelines seem to remain unproductive in elaborating the challenges of job loss especially for individuals' like young people who are at risk of losing hope. Sandrine et al. (2009:15-16) proposes that, the administration should arise and formulate the procedures and techniques that will shift up young people commencing extended large phase on job loss. The tactics are like work experiences, job search assistance, entrepreneurship skills, financial supports and skills on training.

Also Venatus and Agnes (2010) elaborates that, the supervision of Nigeria for example, identify the job loss surrounded by young people resulting social crises in the province. To overcome this challenge numerous projects and structures has been formulated. All young people finishing their studies must carry out services in one year for building a nation before they enter the work force area in the market. Thus, the pattern assists young people to encourage the opportunities of securing work or getting skills of self-employed once the completion of the arrangement project. The Job-related technical skills education structure is announced into Institution of higher education.(NDP 2010) Free enterprise educational is contained within the course outline and syllabus of universities. These projects contribute to shape the youth development and arise into job opportunities. Even if the national administrator tries to resolve the problem of joblessness in the mind-set of young people. But the problem is still high, this condition occurs in Zanzibar. Even though all communal rules and guidelines establishes are broke and matched through different government agencies. This circumstance sorts the justification of job loss among young people through strategy interferences in the nation mainly in city zones turn to be extra serious. (Zanzibar Household Survey 2009/2010)

In general, with in line for low communal guidelines arranged on prepare youth by means of abilities and experiences necessary to tie upon on work force trade area. Many of the strategies are under qualified corresponding to the situation. The undertaken studies done to specifies common social policies globally in which it could be more easier to integrate the needs of youth when pursuing their chances of

job creation. On the other side of the coin young people joblessness situation is compressed by the request and need of labour which relies on the situation of the economy of the nation on creation of the employment opportunities.

Figure 2.2: Causes that define the levels of employment and job loss



Source: Zanzibar Household Survey 2009/2010

The above figure specifies that, the level of job opportunity depends on the claims of need and availability on source of workforce. Supply side for workforce misses the mark to report the challenge of job loss in the work force trade area; furthermore the figure point out that, the demand side relies on condition of working services by good personnel to request for work. The result is the job loss particularly for youth as they can be in line for the job situation. From the above situation, the results can be revealed on the societies.

2.10 The Labour Force Situation in Zanzibar:

Youth unemployment is an important dimension of the overall widespread unemployment problem which Zanzibar faces. With a relatively inadequate economic growth rate, the demand for labour has been low, resulting in high levels of unemployment. Employment prospects for the youth are poor, when adults cannot find employment. The entry of youth into the labour market has been mainly due to among other factors, skills and abilities, inexperience in the labour market, limited education and training and preparations. The youth involvement in the labour marketplace in Zanzibar is caused by environmental location, availability of natural resources, culture, age, sexual category. The young people are mainly tied up in cultivation, husbandry, tourism, carpentry, small scale industries particularly in carpentry, tailoring together with blacksmithing. They also engage in petty businesses like selling used clothes, fruits and a variety of foodstuff. (Zanzibar Household Survey 2009/2010)

2.11 Major Factors Contributing Youth Unemployment in Zanzibar

According to the Zanzibar Household Survey 2009/2010 shows the rate of youth unemployment is 20%. School into work shift is often slowed down by the circumstance that youth are lack with knowledgeable abilities and inexperience on the abilities and knowledge needed by the workforce in the trade areas (Zanzibar Household Survey 2009/2010). The challenge is fairly accredited on the circumstance of educational system often compromise with set of courses that are dissimilar towards the requirements of the work forces in trade area and useful operational expectancy. The followings are the problems encountered by the public contributing to youth unemployment.

a) Macro- economic policy set-up

As to be noticed by many third world countries in Africa, the Government acts as the source big employer because of educated provider towards manpower, approximately 85% of the educated work force. On the other side, the private division was insignificant and ignores to recognize the out-coming graduates from

schools or colleges. Therefore the government had to play role on giving them employment in different sectors and institutions. There is a need to reform the policy in order to pursue the privatization on restructuring the macroeconomic policy by considering youth as amount of graduates into the labour market.(NDP 2010)

b) Youth female are not equally given chances on employment opportunities

Projecting the young joblessness situation is huge for youth womanlike as a result of insufficient promotion of young girls, school dropout, old-style beliefs and inferiority difficult. Through experience it is noted that a small number of female students move in higher learning institutes compared to male students. This result huge amount of young females on labour market searching for jobs with no skills or abilities in entrepreneurship.

c) Education system

The primary to university duration of schooling education system decreased the duration from 21 years towards 18years. The system more rapidly increases more number of graduates than work force area can occupy resulting on high supply of personnel than demand hence causes unemployment situation. Therefore there is a need to control the demand trend in order to make sure that as soon as pupils accomplish their education are skillful of inflowing towards work force area.

d) Population increase

Demographic features look like to be compounded at present labour market condition in the nation. The yearly progression development ratio of 3.1%, about 63% of the Zanzibar population consumes the age from 0 to 24 years. In Zanzibar Island, its economy is categorized by inadequate resources; the land area is small with huge number of residents. The 2010 Housing and Population Survey position Zanzibar residents with 981,754 individuals with a development ratio of three point one percent per year. Sexual characteristics circulation indicates around 51% stands for feminine while forty nine percent stands for manlike, where by young residents with the years between 15 to 24 is almost 20% of the total population.

In general, Zanzibar projected with a population of 1.3million individuals by using regular inhabitant density of four hundred individuals per square kilometer. Hence most of Zanzibaris are living in urban area than rural area which results to high population with low level of employment opportunities. (Zanzibar Household Survey 2009/2010)

e) Poor statistical data in Zanzibar work force trade area.

Joblessness condition is influenced on the poor statistical data concerning personnel on the labour market together with unsuitable preparation concerning the instruction for self- job occupation. (Zanzibar Household Survey 2009/2010). This is revealed in the lack of entrepreneurial training and skills in the learning institutes. The educational system of Zanzibar universities is not sufficiently equipped to self-employment. The Labour Information Centre is essential on providing information concerning vacancies offered in and out the nation. It is a trustworthy basis to rely on data for both job searchers and firms. Presently the labour statistical data center is only UTUMISHI in Zanzibar. The center introduces and proven as strategic places in the country. Because it is only one center, it is not enough on providing all labour information for people within the nation.

h) Poor entrepreneurial skills with inadequate vocational training centers

The Zanzibar Vocational Educational Training Organization VET has shortage on importance of the needs of trainees. Most of Zanzibar workers are not well qualified on their careers for vacancies that are accessible mainly in business sector. (Zanzibar Household Survey 2009/2010) Most of the employer employ personnel from outdoor of Zanzibar or obligate to train staffs on jobs. This is the results because the structure is facing shortages on efficiency with obsolesce learning equipment for trainings and high instruction cost. Finally it misses the mark to discourse the importance of special groups on economic conditions of the country.

g) The choice of hiring experienced personnel.

Most business firms prefer to employ skilled and experienced work forces than the inexperienced new workers with little skills. This results to employment situation in the private sector to be very hard especially for those new skilled personnel with little experience facing challenges as new entrants to labour market.

2.12 Entrepreneurs

Entrepreneurship and entrepreneur as concepts have been defined in various ways. Here researcher reviews some of the definitions that will help to broaden our understanding of these concepts.

Schumpeter (1934) defined an entrepreneur as someone who acts as an agent of change by bringing into existence a new combination of the means of production. Such new combinations include process, product and organizational innovations.

Kirzner (1973), on the other hand saw an entrepreneur as a seeker of imbalances, which he/she seeks to remove by any means of his/her entrepreneurial activity.

Shane (2003) defined entrepreneurship as an activity that involves the discovery, evaluation and exploitation of opportunities to introduce new goods and services, ways of organizing, markets, processes, and raw materials through organizing efforts that previously had not existed. Shane and Venkataraman (2000) argued that opportunities might be discovered by particular people and not all people because of the two factors:

- the possession of the prior information necessary to identify an opportunity and
- The cognitive properties necessary to value it.

Entrepreneurs are recognized as risk takers in offering their goods, compile with commitments, identifying and creation of innovative commercial thoughts (Grunewald et al., 2006:2). Also entrepreneur known as an individual having capacity to recognize commercial chances, with the daring to utilize chances for achievement in success and is capable enough on managing these opportunities for profit (Morrison et al, 1999:29).

Relating with the study, the best definition is of Shane and Venkataraman (2000). they describes entrepreneur as individual who takes advantageous benefit of chances by getting and composed numerous resources in order to abuse and get in use these chances that will create qualified goods and services. The authors moreover describe an entrepreneur concentrates on: new chances recognition of businesses; idea creation and innovation; organizing with monitoring assets to make more earnings; readiness of risk taking and acquisition on economic earnings.

In general, an entrepreneur consumes different business characteristics, these are: Commitment, determination, and perseverance, Drive to achieve, Opportunity orientation, Initiative and responsibility, Persistent problem solving, Seeking feedback, internal locus of control, Tolerance for ambiguity, Calculated risk taking, Tolerance for failure, High energy level, Creativity and Innovativeness, Vision, Self-confidence and optimism, Independence and Team building. Therefore, it can be concluded that an entrepreneur is the one who practices knowledge of entrepreneurship.

2.13 The entrepreneurial skills imparted by business incubator.

Venter et al. (2009:21) elaborate that all SMEs are business ventures that search for progression and sustainable development based with entrepreneurial skills. Thus, incubator through Small Medium Enterprises contributes to the business growth by generating jobs in Tanzania. Recognize that absence of entrepreneurial abilities in business disturbs the development and transfer of firm, without these skills probably resulting in a firm's downfall. Thus delivery, sustainability, together with growth and development of the business incubator relies much on technical, management and entrepreneurial skills.

Shane and Vikantaram (2000) argue that to boost firm's performance and invention through creativity, it is very important to have the crucial necessary entrepreneurial skills. Thus it considered as a main reason for consuming better business entrepreneurial skills so as to be able in managing the firm and growth. Therefore, in order for professional incubator to maintained and mature, entrepreneurial abilities

are required. Below are the major entrepreneurial skills needed by business incubator to perform their activities which are divided into three groups:

A. Personal Entrepreneurial skills

Personal Entrepreneurial skills comprises of seeking opportunities in change, risk taking, innovation, initiative, the capacity to compact with the unidentified affluences, acknowledging trials and problems and compelling with accountability and commitments to mention but a few. These skills approve that individuals are dissimilar with potentials abilities in their traits. Thus, it is important for supervisors to ensure they poses abilities on considered these different characters of workers. Shane and Vikantaram (2000).

Kirby (2002) claims that having a fixed personal skill is categorized as a significant element for a successful entrepreneur in making profit; the writer also agreed that entrepreneurial abilities are significant characteristics on the growth of business firms. The followings are the entrepreneurial skills need for incubators to possess and conveyed to incubates. These include:

- **Creativity and Innovation toward society open:**

Zanzibar Technology and Business Incubation (ZTBI), experiences an immersive education, where a period of intense focused attention provides founders an opportunity to learn new things and how to modify their products. Learning-by-doing is vital to the process of scaling ventures, and the point of accelerators. Founders that didn't participate in accelerator programs, those that graduated from top programs saw an acceleration in reaching key milestones, such as time to raising venture capital, exit by acquisition, and gaining customer attraction. However, these positive effects dissipate when looking at a broader sample of incubator. Therefore ZTBI proof to be positive impact and solution on regional entrepreneurial ecosystem in Zanzibar and Tanzania in general, particularly with regard to the youth employment.

To summarize, creativity and innovation can have a positive effect on the performance of the BI towards the youth they work with, even compared with other key early-stage investors and founders. Shane and Vikantaram (2000)

- **Mentoring, coaching and capacity building:**

Mentoring is a serious component to any successful new venture development. Most business incubation programs tend to rely on traditional BI model on their service offering. Mentors need both business experts and focus on substance specialists concerns in the firm that look for innovation. Thus, mentoring for firms in initial phases concentrates upon enterprises prototype development, while mentoring for former-phases focuses on expansion and growth strategies. (Costa-David et al 2002).

On the other side of view, a Subject matter expert looks as if can be very important in initial phase. In ZTBI, Mentors normally offer their time, typically several hours to discovery their roles on gratifying incubates by build strong relationships in order to provide good emotional support in their programs.

B. Technical skills.

This is concerning the ability to plan and organize the capability to analyze duties and tasks, assessment on the ability to implement a plan. The skills mentioned above are important for both BIs and the incubates that results on business expansion and commercial development. Shane and Vikantaram (2000).Therefore in order to achieve the business incubator's objectives, below are major technical skills as explained under;

- **Financial Sustainability:**

Sponsorship and access to funding results more abilities on respectable competence management in the professional incubator that dignified in mobilizing resources. In less developed countries, professional incubation are quietly rotates all over the place for communal support and global connections looking for commercial support during their operation. They usually obtain their funding from government

supports, as well as they collect their charges from participants. Though, the core benefactor requests to purchase shares into the professional incubator in order for mission and objectives focus on analyzing the incubator routine and enactments. Based on ZTBI aims to escort current and future business incubator from side to side mastering the incubator's financial records (such as costs and revenues) in order to permit them on recognize the financing requirements of the institute as well as to discover possible sources of funding. Shane and Vikantaram (2000)

- **Marketing and Stakeholder Management:**

As we know marketing is any place where by different market activities are taking place, this is communication support where by different stake holders are meets, the ZTBI with main customers and other stakeholders grounded on good appreciative information about the market place. This skill is significant as it helps the incubator to form and upturn its reputation as a sustainable institute that fulfills its goals.

The major information focused are identifying, reaching and assessing customers and other stakeholders as potential on providing business support services to establish new firma or enterprises; also it pay much attention on defining the incubator's value proposition and engaging marketing channels.

- **Access to technology-based facilities:**

According to Caleb, Olaopa and Siyanbola in their work of Access to Technological Based Facilities (Prototype) explains that Many enterprises consumes narrow access to scientifically advancement on technology and faces trouble on acquiring and operating towards the resources. Incubators should provide significance youth entrepreneurs information on correct existing market, shared essential business technology support services and assistance in obtaining good equipment based on the finance. All of these are important for business expansion. Thereby, poor technology should not come across with incubates needs that requires modern tools and equipment for creativity and together with financial availability support.

C. Management competence (interpersonal skills)

Management competence entails on interacting with others subordinates efficiently and negotiating with other stakeholders more prominently. The capacity building in accomplishment with such expertise in professional incubation results proper supplying of service together with good performance on enterprise activities that much rely on skills like;

- **networking accessibility:**

Accessibility on Networks results towards connecting social entrepreneurs and ventures to their major stakeholders, ZTBI through their platforms bond their members on numerous forms of linkages comprising of customer relationship link, also peer networks, to mention but a few. It revealed that, to structure the interaction, linkages and resilient influences on relationship are very significant towards the project accomplishment.

Taking to the side of peer networking is particularly respected to youth businesspersons because “education is superior when members are related on phase of firm establishment. The capability to share with other youth on related skills and practice helps in building determination and confidence to continue during hard times. All in all, it can results on treasured to acquire more knowledge from other youth who are to some extent forward in the progress of business venture establishment.

Therefore, business incubators committed on bonding with incubates characters together with associates that can support communal transformation; modifies the product on approval, good manners, and expansion within their business. It also needs to connect their participants to investors on opportunity that pitch their enterprises, venture capitalists and angel investors.

2.14 Entrepreneurial venture / business venture.

Entrepreneurial ventures can be defined as firms that consume infinite expansion spirits and in general explore the business chances are determined (Venter et al.,

2009:8). Also, business venture has numerous exceptional features that differentiate from small business. These are likes ability on expansion and growth, creativity, it also high market share, sustainable, positioning and competitive advantage. The above features leads the business venture aims to function on huge scale. Most of investigators have faith that incubated businesspersons target to develop huge business with connection on business ventures towards creation and growth. Besides, ventures are meaning as firms that consume a restricted range of effort functioning on recognized trade area encompass with forming goods. (Venter et al. 2009:9). Small business differs from entrepreneurial ventures based on annual business income, number of workers, the owner management, and the gross asset values. (Berge and Norman, 2008:10). Furthermore, small-business firm's works on a small scales area as related to entrepreneurial ventured. The difference between business ventures towards a small business, it is considered that, there is a significant change in the abilities required. Hence, the outcome on crucial commercial controlling assistances is detected on possibility for growth and acquisition of a trade share area.

To sum up, the welfares on both entrepreneurial ventures together with small-business ventures plays a big role on decreasing the rate of unemployment and encouraging entrepreneurship activities in Zanzibar and Tanzania in general. In addition to that, the entrepreneurial skills needed by the ventures must recognized by professional incubators centers to decrease the letting down catastrophic level of business, while motivate poverty reduction and increase the formation of jobs.

2.15 Theoretical Review

Many theories is proposed to examine in full picture on why young people become unemployed and how business incubator can provide the solution; in this research, **psychological theories and the push and pull factor theories** are consumed, since are the best appropriate theories related to the study.

Psychological theory:

Starting with psychological theory, this mainly based on Maslow's hierarchy of needs.

Maslow's hierarchy of needs is utilized to analyses what stimulates different people to participate in youth entrepreneurial activities. Based on the theory, its major focus is on describing human motivation based on human needs that regulates human behavior. Maslow in his theory come up with a pyramid that splits individual's needs in five- phases of hierarchy where by the inferior needs lies at the bottom level and superior needs stand at the uppermost level. It recognized the inferior needs of Maslow's theory as the main physiological needs, and is essential necessities in life like food, shelter and clothes and sex; while the top requirements are socio-psychological needs. On Maslow's hierarchy of needs, the inferior needs are the essential reason to analyze and explore on what stimulates and inspire peoples employed into venture businesses.

This theory relates with the concept of entrepreneurship and business venture and how business incubation can act as catalyst to youth to provide self-employment. Since it views business enterprises as a method of producing a living for families. It classifies that disappointment; unhappiness and unpleased life situation are the main stimulant for human behavior. Maslow, in his theory of needs claims, when need fulfilled is no more acting as a stimulus, for the reason that individuals are looking for the upcoming level of desires in the pyramid. In the same notion, Schiff man and Kanuk (1994) confessing that dissatisfaction act as the core energizing for human behavior and maintaining it as a motivator of entrepreneurship. Therefore the theory show more emphases on how business incubation can use its skills on entrepreneurial, technical skills and management competence in building capacity to youth and provide chances for self - employment.

The push-pull theory:

According to Chetty (2010) **Sociological theories** recognized entrepreneurship as an existence of political driven, historical together with social changes; economies

explains entrepreneurship is driven by inner and outer innovation forces; where by **cultural theories** think through that entrepreneurship is ruled by social factors and traditional smaller groups; finally, **psychological theories**, as the major attentiveness explains that, **the push–pull theory** is observing the elements that subsidize and leads to the occurrence of survivalist entrepreneurship and the professional incubators models. The **Push factors** are those who act as inspirations and stimuli that initiates person to opening a firm which are the exterior stimuli and pursue an individual to take action. While **pull factors** include environmentalist stimuli likes tax inducements, and individual values that results greater job satisfaction.

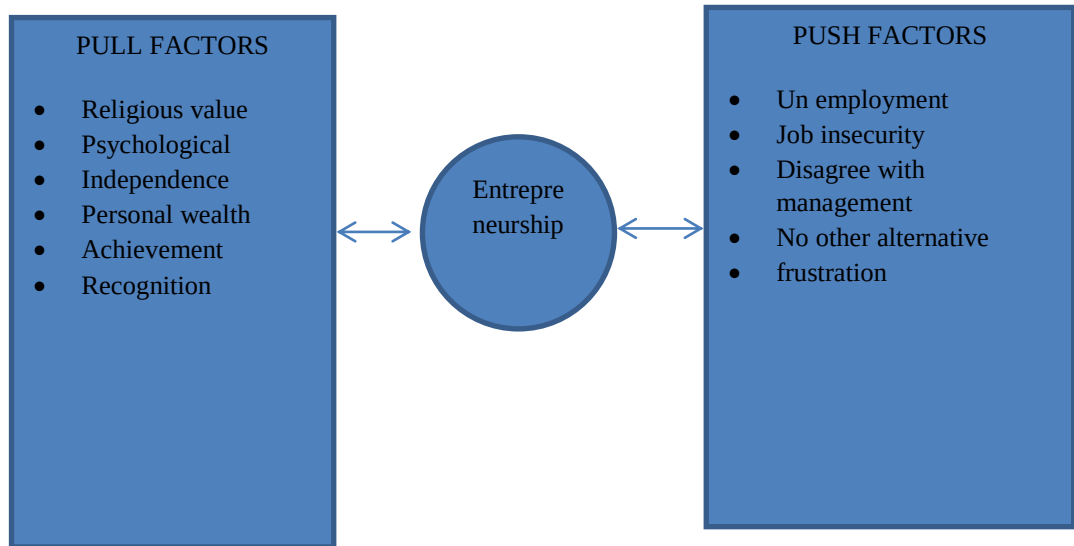
The relation between the theory and the study is, the act of establishing a venture is an outcome of a change that arise in an person's life, as a results of negative practice like loss of a job, or a optimistic practice like inheritance. Therefore it emphasize that individuals can either be a pull or push in personal job creation. For this reason, business incubation centers can be used to shape individuals on resulting and archiving success on their established businesses. Thus, there is a need for incubation centers to provide skills that will help the youth to survive and last long on their jobs. These skills are likely to be entrepreneurial skills, technical skills and management competence skills.

Figure 2.3: The model of Maslow's hierarchy of need



Source: Adopted and modified from akcmok (2019)

Figure 2.4: Push and Pull factors for entrepreneurial motivation



Source: Adopted and modified from akcmok (2019)

2.16 Empirical Review

The review of literature showed that a number of studies have been done concerning business incubation on reducing youth employment. Among those studies include:

The study conducted by International youth foundation and The Youth Employment Network, on incubation center based on demand for youth labour in Ghana and Senegal which was done on July 2009, the findings were done by using quantitative analysis, the result of the study found that, the private sector continues to provide employment for majority of the labor force where they seek source from business incubation centers. The study concludes that the share of private sector in total employment was about 80%. This portion is high represented trend in Ghana and Senegal. That mean to say incubation center provide high demand for youth labour and thus its existence is very important. Coming to another side, the study neglected to address on how business incubation is very useful on building capacity and competence to incubates based on factors that leads to success like entrepreneurial skills, management competence and technical skills.

Also the study on youth employment and economic transition in Tunisia which was done on January 2013 by Mongi Boughzala professor of economics at the university of Tunis El-Manarand, the findings were done by using both qualitative and quantitative analysis and it found that the business incubators constituted mainly of small businesses (micro enterprises) generate mostly low quality jobs. The study concludes that SME's as a backbone of private sector in Tunisia generate about one third of total employment in 2010 only 2,613 enterprises out of 11,242 SME's employed between 50 and 200 persons each and qualified as medium enterprises and presumably fully formal enterprises. Coming to another side, the study explains in few about how entrepreneurial skills, technical skills and management competence will be the catalyst for most enterprises to generate quality jobs with high standards as can be seen that SME's as a backbone of private sector in Tunisia generate about one third of total employment.

In a study conducted by United Nations jointly by Restless Development Programme (2011) on business incubation as toolkit for working with youth in Sierra Leone, the study used the qualitative analysis, the finding disclose that the private sector support with small and medium size enterprise (SMEs) development, SMEs often form the backbone of economic growth and as such they are crucial partners for multinational companies. In this framework, it concludes that the private sector through business incubators developed initiatives that build skills and reduce barriers to youth unemployment. Inconsistence to this study, it forgets to address and explains in deep how these skills on technical skills, entrepreneurial skills and management competence can be obtained and operates in order to result venture success toward youth employment.

According to Caleb, Olaopa and Siyanbola in their work of Access to Technological Based Facilities (Prototype) 2012; the findings were done by using both qualitative and quantitative analysis found that, Enterprises with inadequate right to use on technology advancement and come across with complications in obtaining right to use on resources. Relying on this form of incubation, the problem is more critical by

the circumstance because “these incubators also afford possible young entrepreneurs with information on appropriate space and flexible leases existing in the market, shared basic business services and equipment, technology support services and assistance in obtaining the financing necessary for company sustainable growth”. Thereby, the study neglected to explain how the entrepreneurial skills, management competence and technical skills are very important. If the skills are absent, scientifically the advancement tools that support can inhibit incubator’s capability to accomplish the wishes of its incubates.

Inconclusive, most research has determined that business incubation centers and Small Medium Enterprises are main suppliers to economic growth, yet they still come up across with various challenges that hold back entrepreneurial growth. They include challenges like incompetent management abilities, as an outcome of scarcity chances on entrepreneurship education. The review postulate that enterprise situation together with business structure in which businesspersons operates stimulates one’s capability on respond and act upon the opportunities of establishing a business. the major elements that inhibits entrepreneurial action in the world and Africa in general includes:

- **Education systems.**

Education system is not inspire entrepreneurship like profession; but, entrepreneurship perceived like a job that individuals occupies while there is no hope for getting any work that can concur with their profession.

- **Limited resources.**

Resource availability to upkeep entrepreneurs on establishing their business venture is very limited. Good example is that, financial institution requires too much collateral and assets.

- **Government Code of practice.**

Government constructs massive managerial conditions together with high financial requirements on establishing a business.

- **Social believes.**

Most people in society belief that every individual after completing his or her study had an expectation that they will be employed by the government and big companies as white color jobs. People also belief huge companies together with public administration generate employments rather than building one's own skills for working occupation.

- Absence in management skills towards entrepreneurial skills.

From the above discussed views, still there is a gap concerning business incubation and how does it influence youth employment and that is the major interest of the researcher, to explore and analyze the relationship between job opportunities and the incubation centers based on it skills like technical skills, management competence and entrepreneurial skills. Therefore by using the above factors, business incubation can make it easy to result positive impact.

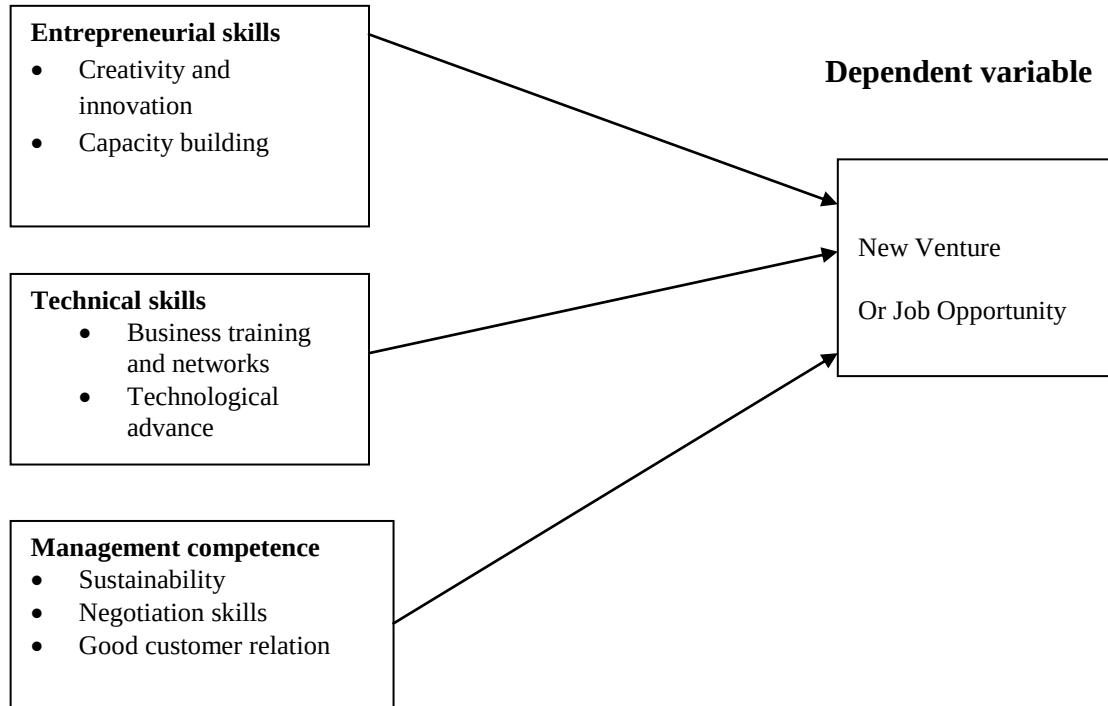
2.17 Conceptual framework review

A conceptual framework shows the conceptualization of the relationship among variables in the study by showing them diagrammatically. Apart from showing the direction of the study, the researcher is able to show the relationship of different constructs that researcher will investigate.

The influence of business incubator in providing job opportunity to youth.

Figure 2.5 Conceptual framework

Independent variables



Source: researcher (2019)

The above conceptual framework shows dependent and independent variables of the study and how they relate to each other. It explains on how business incubator can provide job opportunity to youth as main objective of the study; the independent variables will be business incubator comprised with three major relevance variables as entrepreneurial skills, technical skills and management competence. Entrepreneurial skills based on creativity and innovation together with capacity building, also technical skills explains about expertise on technological advancement and networking; last but not least is management competence skills that directly touches about the challenges faced by the centers and youth on new venture creations based on sustainability and negotiation skill. These skills are very important on creation of youth employment to the incubation centers. Lastly, it explains about how business inventions / creations are developed and turns to new ventures and job opportunities to youth and encouraging entrepreneurship as widely seen one of the solutions to the problem by creating path to employment.

This will be measured by using friends and family attitudes, working conditions, income-payments and rewards, together with social need that portrays the standard of living of youth.

Table 2.1 Measurement of the Variables:

VARIABLES	MEASURES	REFERENCE
JOB OPPORTUNITY	Friends and family attitudes, Working conditions, payments and rewards, social needs.	ILO (2018) <i>Measuring decent jobs for youth</i> .
ENTREPRENEURIAL SKILL	Creativity and innovation, capacity building, risk taking, commitments	Sandrine et al (2009). UK Incubators – Identifying Best Practice. Birmingham: UK Business Incubation Limited
TECHNICAL SKILL	Technological advancements, business training, networking.	Caleb et al (2012) Access to Technological Based Facilities – Prototype, South Africa.
MANAGEMENT COMPETANCE	Sustainability, negotiation skills and good customer relationship	Semboja (2007). Who identifies and Exploits entrepreneurial opportunities, Retrieved from www.ccsr.ac.uk

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Research methodology is referred to as a systematic way to solve a problem. It is a science of studying how research is to be carried out. It involves the procedures by which researchers go about their work of describing, explaining and predicting phenomena. It is also defined as method by which knowledge is gained. It's aimed to give the work plan of the research (Rajasekar et al, 2013).

This chapter will explain in detail how the study has been done by analyzing the research design, research approach, coverage of data, population and sampling data collection technique, data analysis and research ethics.

3.1 Research design

Research design comprises a summary of what the researcher is actually intends to conduct, from writing the questions towards the operational suggestions to the final investigation of data. Sigmund (2003:68)

The design of this study is descriptive survey design. This design found to be most appropriate given the exploratory and descriptive nature of the study. This type of the design normally used when the study focused on a case of a small portion.

3.2 Research approach

The present study comprised incubates of Zanzibar Technology Business Incubation Centers (ZTBI) suggests to utilizes **quantitative methods**. The study is the cross sectional study whereby data are collected once to all despondences.

3.3 Area of the study

The study conducted in urban area of Unguja, Zanzibar at Karume Institute of Science and Technology where within the institute, Zanzibar Technology Business incubation center is located. The selection of study area, urban west district was selected as a case study because of the following factor. The 2002 population census indicated that, urban west district has a highest rate of urban expansion compared to other districts of Zanzibar. This population growth imply that urban west district has high rate of urban expansion due to high annual population growth resulted from urbanization and increase of social and economic activities which lead to youth un employment.

3.4 Population and sampling

According to Kothari defined that population in the research context as an aggregate or totality of all the objects, subjects or members that conforms to a set of specifications. The population considered in this research and used as unit of analysis includes all youth incubates employed and not yet employed to the age 18-35 (female and male) found in Zanzibar technology and business incubation center.

3.5 Sample size

The sample size that was taken from the population involved a sample of 100 people as unit of analysis, whereby the researcher was able to get 70 respondents who engage in incubation center. They were the ones who returns and involved in questionnaires organized by a researcher.

3.6 Sampling Methods

A probability sample would have been ideal for this research.it considered to give respondents all equal chance of the selection with no bias by using **simple random technique**. Here the researcher use the check box method with all number and names of respondents, then the box is well shaken and papers with the names of respondents

were picked randomly until the researcher get adequate number of respondents needed. Therefore, this is how we obtained our respondents as unit of analysis.

3.7 Data collection and techniques

This study based on primary data. Primary data are first hand data obtained by the work of researcher.

The questionnaire was used as a data collection method because it is the reasonable to the respondent who normally busy to their activities and assisted to reach the research objectives. The researcher also select this method because is appropriate to the descriptive research and it is used for the research with this size of population and sample. This study use both open and close ended questions. The closed ended questions help to provide alternatives of answers from which the respondents selected the answer because they are easier to analyze and they save time. The open ended questions were used to give respondents a chance to provide an insight into their feelings, interests and backgrounds of the study, even mention limitations which have not been listed by the researcher. (Kothari 2012)

Likert scale was used to create questionnaire so as the respondents could be so easy to provide their views and make simple and easier for researcher in analysis of data process. The range of the scale is from one to five; number 1 point toward not at all agree with what is stated, number 2 indicates that less important, number 3 indicates moderate, number 4 means important and number 5 indicates very important agrees with the statement.

3.8 Data presentation and analysis

Quantitative method is chosen for data analysis that obtained from the views of questionnaire of the respondents. By using Statistical Package for Social Services version 23, inferential and descriptive statistics were calculated to encounter research objectives.

- **Descriptive analysis**

Descriptive statistics used to present and describe primary data results of quantitative analysis of this study. Descriptive statistics are useful to simplify the data in manageable way. In this study by using SPSS as Statistical Package For Social Service, the statistical figures such as data characteristics were conducted like screening data, looking for missing data, checking the outliers. Also Central tendency based on mean, mode, standard deviation and variances have been calculated to describe the result. Descriptive statistics are more useful to present demographic variables of respondent's characteristics such as gender, age, education level and marital status in relation to the study variables used. Also normality distribution on shapes like skewness and kurtosis was conducted.

- **Correlation analysis**

Correlation explains about numerical relationship among two variables, in other words correlation is the point to which two or more variables are interconnected to each another. The correlation value between zero to positive one indicates positive relationship between variables, (Coakes, 2011) which means increases in one variable leads to the increase in another variable and vice versa is true. The value of correlation lies from positive one to negative one, this point out as perfect correlation. Correlation values between zero to negative one indicates negative correlation, which means if one variable increases the other variable decreases. The correlation value between zero to positive one indicates positive relationship between variables, which means increases in one variable leads to the increase in another variable or vice versa is true. The sign of correlation coefficient (+ or -) shows the direction of relationship. (Coakes, 2011)

In this study, Pearson correlation is used to measure the significance, strength and direction of bivariate relationship between independent variables business incubation interms of technical skill, management competence and entrepreneurial skill and dependent variable job opportunity.

- **Regression analysis**

Regression analysis is suitable for providing descriptions concerning the impact or effect on independent variable with dependent variable (cause and effect analysis). In this study, Multiple regression is used to express the relationship between independent variables with dependent variable. Multiple regression is procedure that is used if more than one independent variable clarify the changes and difference in the dependent variable. The coefficient of regression indicates how each independent variable is significant in the forecast of dependent variable. Multiple regression is used in this research because it's sufficient to provide means of objectively assessing the degree and character of the relationship between independent variables (management competence, entrepreneurial skills and technical skills) and dependent variable (job opportunity). (kothari2013)

In this research the regression analysis will based on three model box. These are the summary model box, ANOVA table and Coefficient table. Looking and paying attention in the **Summary model box, here the study** checked the value specified under the heading **R-Square**. **R-Square** states that on how much of the variance in the dependent variable (*job occupation*) is clarified by the IVs (which comprises with management competence, technical skills and entrepreneurial skills). The higher the R-square, the better is the model. Also the model explained about **the value of R** which indicates simple correlation between dependent and all independent variables. When you have R-square above, 0.5, the model is very good.

The ANOVA summary table tells us whether our model is statistically adequate. Using the F-value and P-Value. This indicates that P-value is (Significant Value) when it is $P\text{-value} < 0.001$. This is because P-value is less than or equal to 1%; it indicates that R-square is different from zero. That mean to say, a significant prediction model emerged with error determination of 99% confidence level. Here the model is seen to be fit for the data.

Finishing with Regression Coefficients Table, it explains which of the variables included in the model that are management competence, entrepreneurial skills and technical skills contributed to the prediction of the dependent variable job opportunity to the highest level, looking in the column labeled Beta under Standardized Coefficients. Different variables are compared. 'Standardized' means that these values for each of the different variables have been converted to the same scale so that you can compare them. In this case we are interested in comparing the contribution of each independent variable; paying attention to the Beta column and discovered that beta value is the largest while ignoring any negative or positive signs out the front. This means the best and strongest unique contribution dependent variable will be detected on explaining the dependent variable job opportunity, when the variance clarified by all other variables in the model is controlled for.

3.9 Research ethics

Sommer (2007) argues that ethical considerations such as confidentiality, anonymity and avoidance of deception are very important issues in social research. This study assured confidentially to the respondents and affirmed that the study made for the purpose of accomplishing academic goals.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents results and interpretations as set out in the research methodology. The research was conducted on a sample size of 70 incubates members from Zanzibar Technology Business incubation Center youth entrepreneurship in which questionnaires were administered. The study had a 100% response rate. The respondent profiles, descriptive analysis, correlation and regression analysis are shown in this chapter as found useful for the analysis.

4.2 Demographic Information

The study required the respondents to give information concerning their gender, age, education level, and marital status year of joining ZTBI, Occupation or any business activity specialization. Demographic findings for this study are indicated as follows:

4.2.1 Gender Response

The respondents were required to indicate their gender (sex) like outlined in the figure below. 70 respondents who filled up and return questionnaires can be seen that 42.9% of the total respondents are male and female respondents are 57.1% of the total respondents. The findings insinuate that female comprised the largest percentage of the total incubated members from youth entrepreneurship in ZTBI.

Table 4.1: Gender Response

		Frequency	Percent
Valid	Male	30	42.9
	Female	40	57.1
	Total	70	100.0

4.2.2 Age Analysis

The respondents were asked to state the age in which they fell. The findings are illustrated in the table below. Table.2: Age Analysis From the findings, majority of the respondents (37.1%) indicated that they were aged between 23-27 years, 25.7 percent of the respondents indicated that they were aged along 18 and 22 years. Some respondents (22.9%) indicated that they were aged between 28 and 32 years while 14.3% of the respondents indicated that they were aged below 35 years. These findings therefore stipulate that most of the members at ZTBI center were aged between 23-27 years falling into the bracket that is considered youth according to the UN definition.

Table 4.2: Age of the Respondents

	Frequency	Percent
Valid 18 -22 years	18	25.7
23 - 27 years	26	37.1
28 - 32 years	16	22.9
below 35 years	10	14.3
Total	70	100.0

4.2.3 Education Level

Respondents were further required to indicate their educational level they had attained.

From the findings, majority of the respondents (55.7%) indicated that they had obtained undergraduate degree (tertiary education) as their highest level of education and 37.1% of the respondents indicated that they had obtained secondary education as their highest level of education. Some respondents (4.3%) indicated that they had not obtained any level of education and 2.9% indicates that they have primary education. The findings therefore imply that most of the incubates at ZTBI had obtained undergraduate degree as their highest level of education hence had broader knowledge on the role of business incubation center in promoting youth entrepreneurship.

Table 4.3: Respondents Academic Profile

		Frequency	Percent
Valid	Primary Education	2	2.9
	Secondary Education	26	37.1
	Tertiary Education	39	55.7
	None Of Them	3	4.3
	Total	70	100.0

4.2.4 Joining ZTBI / Membership

The study also required the respondents to demonstrate the way in which they joined ZTBI. Majority of the respondents stated they joined as students with 55.7% while other respondents indicated nominated by community groups by 15.7% and 15.7% by others, as the way in which they joined ZTBI respectively. Some of the respondents also indicated as volunteered by 12.9% in which they joined ZTBI. The joining method would be used to measure the effectiveness of the incubation process.

Table 4.4: Membership to ZTBI

		Frequency	Percent
Valid	Volunteered	9	12.9
	Join As A Student	39	55.7
	Nominated By Community Group	11	15.7
	Others	11	15.7
	Total	70	100.0

4.3. Entrepreneurial Skills (ES)

The study also requested the respondents to state whether they had the following entrepreneur skills. The findings are indicated in tables below.

Table 4.5: Prior Entrepreneurship as ES

		Frequency	Percent
Valid	YES	26	37
	NO	44	63
	Total	70	100

Findings in the figure above revealed that most of the respondents (63%) did not have any entrepreneurship skills for business before joining ZTBI while 37% of the respondents had entrepreneurship skills for business before joining ZTBI. This implies that incubates did not have any strategic knowledge concerning entrepreneurship business skills before joining ZTBI due to the fact that they did not perceive business incubation entrepreneurship skills as important while some of them had no access to the relevant industry mentors that ZTBI provided. This played a big part in the success of most business.

Table 4.6: Family Business as ES

	Frequency	Percent
Valid YES	50	71.4
NO	20	28.6
Total	70	100.0

The findings in the table above revealed that 71.4% of the respondents have grown up in the family of business owners or have a close association with business owners. While 28.6% did not come from the business owner families. This implies that, it is a good characteristic of entrepreneurship.

Table 4.7: Spouse Support as ES

	Frequency	Percent
Valid YES	45	64.3
NO	25	35.7
Total	70	100.0

From those 70 respondents 64.3% have spouse support on their entrepreneurial aspirations while 35.7% state that, they do not have any spouse support on their entrepreneurial aspirations. This implies that spouses are good supporters on issues of entrepreneurship.

Table 4.8: Problem Solver as ES

	Frequency	Percent
Valid YES	66	94.3
NO	4	5.7
Total	70	100.0

Findings revealed that 94.3% of the respondents are problem solver with positive believes on their setbacks. While only 5.7% states that they are not problem solvers. This is a good reflection of entrepreneurship skill.

Table 4.9: Creativity as ES

	Frequency	Percent
Valid YES	67	95.7
NO	3	4.3
Total	70	100.0

About 67 respondents equivalents to 95.7% revealed that they are good in innovation and creativity, coming up with new ideas, creating new products or modifying existing products are good habit to them. About 4.3% of incubates said they are not good on creativity and innovation.

Table 4.10: Boss Desire as ES

	Frequency	Percent
Valid YES	65	92.9
NO	5	7.1
Total	70	100.0

From the finding revealed that about 65 respondents equivalents to 92.9% are having wishes and aspiration being own boss instead of working for someone else. While only 5 respondents equal to 7.1% do not have. This is a good indicator of entrepreneurship activities for most respondents wants to be independent in establishing their own business.

4.3.1 Statements regarding training of business skills

How important are the following training sessions provided at ZTBI important to the development of your business?

The respondents were asked to answer questions based on statements regarding training of business skills provided by ZTBI and development of their business, this is done by using five items scale as shown on the tables below.

Table 4.11: Business Plan Development Training

		Frequency	Percent
Valid	Not at all	3	4.3
	less important	1	1.4
	moderate	6	8.6
	important	21	30.0
	very important	39	55.7
	Total	70	100.0

This question focused to identify if the business is well prepared business plan before its development and its operations taken place. As we see on the above table, 55.7% of the respondents agree that it is very important for the business plan development, 30% said that it is important. 8.6% indicates that its moderate and 1.4% said less important for business plan development and finally 4.3% said not at all. This implies that most of the incubates in ZTBI seems to be very serious on the issue of business plan development as the training obtained in the center.

Table 4.12: Maintaining Business Records Training

		Frequency	Percent
Valid	NOT AT ALL	1	1.4
	LESS IMPORTANT	4	5.7
	MODERATE	16	22.9
	IMPORTANT	22	31.4
	VERY IMPORTANT	27	38.6
	Total	70	100.0

From the findings about 38.6% of the respondent's states that it is very important to keep and maintain business records, while 31.4% said that it is important too. Also

22.9% said that the training is moderate, while 5.7% and 1.4% said that less important and not at all to do training concerning business records. These results insinuate good indicator for business record keeping.

Table 4.13: Communicate With Partner

		Frequency	Percent
Valid	Not at all	2	2.9
	Less important	1	1.4
	Moderate	6	8.6
	Important	22	31.4
	Very important	39	55.7
	Total	70	100.0

Findings indicate that about 55.7% of the respondents said it is very important to communicate with partners, also 31.4% elaborate to be important. Also only 8.6%, 1.4% and 2.9% said it is moderate, less important and not at all. Therefore most of the incubates around 39 members said the training concerning communication with partners is very important for the development of business.

Table 4.14: Innovating Problem Solving Techniques

		Frequency	Percent
Valid	not at all	1	1.4
	less important	2	2.9
	moderate	6	8.6
	important	26	37.1
	very important	35	50.0
	Total	70	100.0

The respondents also were asked about innovative problem solving techniques, and the results were as follows. 50% and 37.1% of the respondents said it is very important and important to have the training concerning innovative problem solving techniques respectively, while 8.6%, 2.9% and 1.4% said moderate, less important and not at all to have this training on innovative problem solving techniques. Therefore most of the members were agreed on having innovative solving problem technique is very important for the business development.

4.3.2: Statements regarding personal entrepreneurial skills.

How important are the following personal entrepreneurial skills provided at ZTBI to the development of your business?

Table 4.15: Preventing and Marketing Easily Skills

		Frequency	Percent
Valid	not at all	1	1.4
	less important	3	4.3
	moderate	8	11.4
	important	29	41.4
	very important	29	41.4
	Total	70	100.0

A finding indicates that 41.4% of the respondents said they are able to present and market themselves easily at the level of important and very important respectively. While 11.4%, 4.3% and 1.4% said moderate, less important and not at all can present and market themselves easily. This results shows that most of the incubates 58 respondents can present and market themselves easily.

Table 4.16: Skills on Write Excellent Business Proposal

		Frequency	Percent
Valid	less important	3	4.3
	moderate	16	22.9
	important	23	32.9
	very important	28	40.0
	Total	70	100.0

The findings indicate that about 40% of the respondents and 32.9% said that it is very important and important to have the skills on writing excellent business proposal. On the other side 22.9% and 4.3% said having required skills to write excellent business proposal is moderate and less important. Therefore around 51 numbers of respondents out 70 respondents insinuate that this skill is very important to them.

Table 4.17: Ability to Manage Development Project Skill

	Frequency	Percent
Valid less important	3	4.3
moderate	15	21.4
important	24	34.3
very important	28	40.0
Total	70	100.0

Around 40% of the respondents said that it is very important to have the ability to manage development project, followed by 34.3% which said it is important. Only 4.3% of the respondent said it is less important. Therefore most of the incubates 52 respondents understands that managing development project skill is very important for business success.

Table 4.18: Writing Business Plan Skills

	Frequency	Percent
Valid not at all	1	1.4
less important	3	4.3
moderate	13	18.6
important	23	32.9
very important	30	42.9
Total	70	100.0

42.9% followed by 32.9% of the respondents indicates that writing a business plan skill is very important and important to the incubates, around 18.6%, 4.3% and 1.4% said the skill of writing a business plan is moderate, less important and not at all needed. Therefore since the percent of very important and important is high around 53 respondents of 70 respondents, this indicates business plan skill is very important.

Table 4.19: Budgeting Skills

	Frequency	Percent
Valid less important	1	1.4
moderate	9	12.9
important	25	35.7
very important	35	50.0
Total	70	100.0

Findings state that about 50% of the incubates have taken budgeting skill as very important one, followed by 35.7% of the respondents who said important and 12.9% and 1.4%v said moderate and less important toward the budgeting skill. That mean to say, 60 respondents out of 70 seems to take budgeting skill as a very important entrepreneurial skill for venture success.

Table 4.20: Visibility Study Skill

	Frequency	Percent
Valid not at all	2	2.9
moderate	17	24.3
important	23	32.9
very important	28	40.0
Total	70	100.0

From the finding 40% of the respondent's states that having the ability to make visibility study is very important, also 32.9% said is important. 24.3% and 2.9% state that it is moderate and not at all. Therefore 51 out of 70 respondents seem to agree that visibility study is very important on the success of business venture.

4.4. Technical Skills

The study also requested the respondents to state whether they had the following technical skills. The findings are indicated in tables below.

Table 4.21: Statement on Strategic Partner

	Frequency	Percent
Valid Suppliers	14	20.0
Debt collector	1	1.4
customers	41	58.6
human resource firm	12	17.1
licensed conveyance	1	1.4
others	1	1.4
Total	70	100.0

According to the study findings, majority of the respondents (58.6%) indicated customers and 20% suppliers as the strategic partners their business made use of as a result of ZTBI Incubation Center respectively, 17.1% indicated human resource firm

as the strategic partners their business made use of as a result of ZTBI Incubation Center, 1.4% stated debt collector as the strategic partners their business made use of as a result of ZTBI Incubation Center while 1.4% indicated licensed conveyance as the strategic partners their business made use of as a result of ZTBI Incubation Center. The findings therefore insinuate that customers and suppliers were the strategic partners their business made used of as a result of ZTBI Incubation Center. This is a good indication that good networks increase an enterprises opportunity.

Table 4.22: Statement on Links to Investor

	Frequency	Percent
Valid not at all	6	8.6
less important	4	5.7
moderate	10	14.3
important	20	28.6
very important	30	42.9
Total	70	100.0

From the findings 42.9% indicates that investors is very important to business success, followed by 28.6% shows that it is important.14.3% said it is moderate while 5.7% and 8.6% said it is less important and not at all respectively. This indicates that from 50 respondents who said links to investors is very important and important is a good image on business growth and performance.

Table 4.23: Statement Regarding Links to Financers

	Frequency	Percent
Valid not at all	1	1.4
less important	2	2.9
moderate	17	24.3
important	17	24.3
very important	33	47.1
Total	70	100.0

From the findings, most of the respondents (47.1%) indicated to say very important as the area of financial support they got from ZTBI in helped their business in links to financiers, 24.3% indicated links to fanciers as capital investment as the area the financial support they got from ZTBI, 24.3% , 2.9% and 1.4% indicated the financial

support they got from ZTBI helped their business is less important and not at all in their production of their business. This implies that links to financiers is the area the financial support they got from ZTBI helped their business. Financial support tends to help in riches improvement, amplification of benefit, augmentation of rate of return of shareholders and fulfilling partners.

Table 4.24: How Often the Service Provision Is Required

	Frequency	Percent
Valid very often	32	45.7
often	18	25.7
occasionally	13	18.6
less often	3	4.3
not at all	4	5.7
Total	70	100.0

According to the study findings, 45.7% of the respondents indicates that required service provision such as links to investors, links to financiers and capital through equity investment from ZTBI should be very often, 25.7% said should be often. While 18.6% said should be occasionally, where by 4.3% and 5.7% said should be less often and not at all respectively. This indicates that most of the incubates depends much to ZTBI as a source of their major service provision.

Table 4.25: Statement Regarding Business Records

	Frequency	Percent
Valid yes	33	47.1
No	37	51.4
Total	70	100.0

From the findings, most of the respondents (51.4%) indicated that they were not maintaining business records strategically while 47.1% of the respondents indicated they were maintaining business records strategically. This implies that most incubates were not maintaining business records strategically before entrepreneurial

training at ZTBI as this build awareness of entrepreneurship and developing skills necessary for creating new products or services for business start-ups and expansion.

Table 4.26: Business Challenges

	Frequency	Percent
Valid innovation	14	20.0
marketing	32	45.7
networking and decision making	24	34.3
Total	70	100.0

Furthermore, the respondents were asked to state whether they face any challenges on running their business. The findings revealed that about 45.7% of the respondents said they face difficulty on marketing as their business challenge, about 34.3% they said that networking and decision making is the most business challenge to them and 20% of the respondents said that innovation is their business challenges.

4.5. Validity and Reliability of data.

Reliability measures the internal consistence and stability of data. Consistency indicates the strength to which set's items are positively correlated in measuring the concept. Cronbach's alpha reliability coefficient is used to measure the internal consistency reliability test of the research; the results are show in the tables below:

Table 4.27: Reliability Statistics

Cronbach's Alpha	N of Items
.868	4

Table above shows the test for reliability by using Cronbach's alpha. Based on the data above deemed to be reliable since the aggregate Cronbach's alpha is 0.868 for all four variables. According to George and Malley (2003), Cronbach's alpha greater than 7 is acceptable, 0.8 is good and greater than 0.9 is excellent, while the values less than 0.5 is unacceptable. Based on this statement, the internal consistency reliability for this study is good and acceptable because it is 0.868 and it is more than 0.5

4.5.1 Total statistics of reliability test for each variable.

Management competence has a Cronbach's alpha of 0.887, technical skill has a Cronbach's alpha of 0.825 and entrepreneurial skill has a Cronbach's alpha of 0.824. Cronbach's alpha for each individual variable are shown in the tables below:

Table 4.28: Reliability of Management Competence

Cronbach's Alpha	N of Items
.887	8

Table 4.29: Item Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ZTBI support people who share their problems with	28.43	19.031	.781	.861
ZTBI encourages all members of unit to share new ideas and put forward new work methods	28.44	19.062	.741	.864
ZTBI motivate and mobilize incubates to improve their work	28.31	21.059	.609	.878
ZTBI carefully observe the work of my unit	28.59	17.580	.756	.864
ZTBI regularly provide subordinates with support in the development of management skills and raising qualifications,	28.43	19.582	.779	.862
ZTBI expect hardwork and high effectiveness of incubates	28.37	19.396	.717	.867
ZTBI members set ambitious goals which stimulate subordinates to achieve above average results	28.37	18.701	.768	.861
Business Challenges	30.66	23.910	.140	.915

Table 4.30: Reliability of Technical Skills

Cronbach's Alpha	N of Items
.825	7

Table 4.31: Item -Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Come up with a new idea of a product or service	25.47	12.977	.524	.809
Design a product or service that will satisfy customer needs and wants	25.47	12.861	.592	.800
Recruit and hire employees	26.10	11.106	.606	.798
Set goals and how to accomplish	25.73	11.592	.537	.812
Evaluate assumption when confused	25.74	12.368	.674	.787
Come up with best ways to solve problems	25.60	13.084	.478	.816
Aware of what strategies to use when engaged to given task	25.63	12.295	.648	.790

Table 4.32: Reliability Entrepreneurial Skills

Cronbach's Alpha	N of Items
.824	6

Table 4.33: Item -Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am able to present and market myself easily	20.71	10.816	.624	.789
I have the required skills to write excellent business proposal	20.80	10.626	.665	.780
I have the ability to manage development project	20.79	10.258	.752	.761
I have the skills required for writing a business plan	20.77	10.382	.653	.782
I have excellent budgeting skills	20.54	12.310	.457	.821
I have the ability to make visibility study	20.81	11.690	.418	.834

4.6 Descriptive Analysis

Descriptive statistics from the study are presented in Table below which shows minimum and maximum values, mean and standard deviation for all study variables.

Table 4.34: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TOTES	70	16.00	30.00	24.8857	3.91409
TOTTS	70	15.00	35.00	29.9571	4.03763
TOTMC	70	16.00	35.00	30.6571	4.88976
JOB OCCUPATION	70	1	5	3.73	1.284
Valid N (list wise)	70				

Job occupation that stands as dependent variable has a mean (M) of 3.73 and a standard deviation (SD) of 1.284 is obtained, while maximum value is 5 together with minimum value of 1. Total entrepreneur skill contains a mean (M) of 24.8857 together with a standard deviation (SD) of 3.91409, also the maximum value is 30.00 and minimum value is 16.00. Also total technical skill occupies a mean (M) of 29.9571 with a standard deviation (SD) of 4.03763

whereas maximum value is 35.00 and minimum value is 15.00. Total management competence has a mean (M) of 30.6571 together with a standard deviation (SD) of 4.88976. The maximum value is 35.00 with minimum value of 16.00.

4.7. Correlation Analysis

Correlation means a statistical relationship among two variables. By using person correlation coefficient and level of significance, the strength together with direction (+ or -) of relationship between variables is analyzed as follow:

Table 4.35: Correlation

		JOB OCCUPATION	TOTMC	TOTES	TOTTS
JOB OCCUPATION	Pearson Correlation	1	.543**	.479**	.374**
	Sig. (2-tailed)		.000	.000	.001
	Sum of Squares and Cross-products	113.843	235.514	166.171	133.814
	Covariance	1.650	3.413	2.408	1.939
	N	70	70	70	70
TOTMC	Pearson Correlation	.543**	1	.710**	.662**
	Sig. (2-tailed)	.000		.000	.000
	Sum of Squares and Cross-products	235.514	1649.771	938.257	901.971
	Covariance	3.413	23.910	13.598	13.072
	N	70	70	70	70
TOTES	Pearson Correlation	.479**	.710**	1	.666**
	Sig. (2-tailed)	.000	.000		.000
	Sum of Squares and Cross-products	166.171	938.257	1057.086	726.657
	Covariance	-2.408	13.598	15.320	10.531
	N	70	70	70	70
TOTTS	Pearson Correlation	.374**	.662**	.666**	1
	Sig. (2-tailed)	.001	.000	.000	
	Sum of Squares and Cross-products	133.814	901.971	726.657	1124.871
	Covariance	1.939	13.072	10.531	16.302
	N	70	70	70	70

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

From the correlation analysis table, it is observed that job occupation (dependent variable) is positive strongly significance correlated with management competence ($r = .543$, $P < 0.01$). There is also moderate positive significance relationship between job occupation and entrepreneurial skills ($r = .479$, $P < 0.01$). furthermore this study found that, there is no significant correlation relationship between job occupation with technical skills ($r = .374$, $p < .001$). And here it can be noted that the correlation relationship between job occupation and management competence is stronger as compared to entrepreneurial skills and technical skills. It is noted by looking on direction, r- value and p- value. The direction is positive, the r-value as a strength is strong relationship by 54.3% and p- value is significance relationship at 0.01 (1%) this means, the determination is 99% at confidence level without error .

Empirically, the result are much similar with the work conducted by DR Imani S.K on his work of **Business incubation and clustering in Tanzania**, where by the finding states that there are factors that hindering firms growth, these are poor business knowledge of entrepreneur, poor technological skills and lack of management competence that results poor innovation towards small firms and self-employment. This means to say, management competence, entrepreneurial skills and technical skills are very important in business incubation to improve the chances of job opportunity to youth.

Also on the study conducted by Info Dev (GEM, 2010: 8) on the work of **determinants of business incubation and Small Medium Enterprises** explains that enterprise situation together with business structure is mainly stimulates by one's capability on respond and act upon the opportunities of establishing a business, management skills and entrepreneurial skills together with government practice and social believes.

Theoretically, the results are supported by **the push – pull theory** by observing those factors who act as inspirations and stimuli that initiates person to opening a firm which pursue individual to take action. Among these factors are technical skills, management competence and entrepreneurial skills to mention but a few.

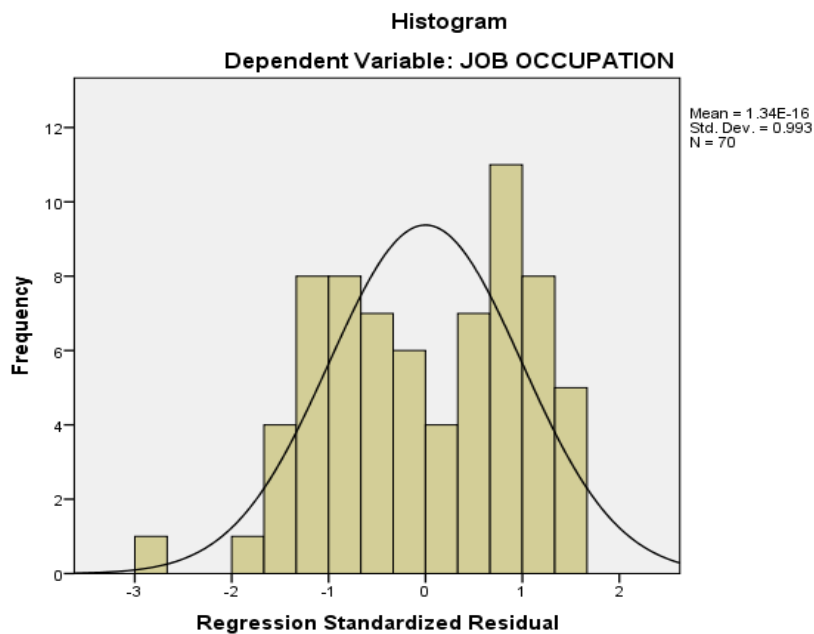
Also **Maslow's hierarchy of needs in psychological theory** support the results of this finding based and focus on human motivation and human needs that stimulates and inspire peoples employed into venture business. This theory relates with this study because it views business enterprises as a method of producing a living for families and the reasons that individual looks desired jobs in order to satisfy the needs in the hierarchy.

The relation between the theories, other studies and this study is the act of establishing a venture to provide chances of job opportunity through the business incubation and its factors that results success on business formation in order to reduce unemployment rate.

Checking Normal Distribution

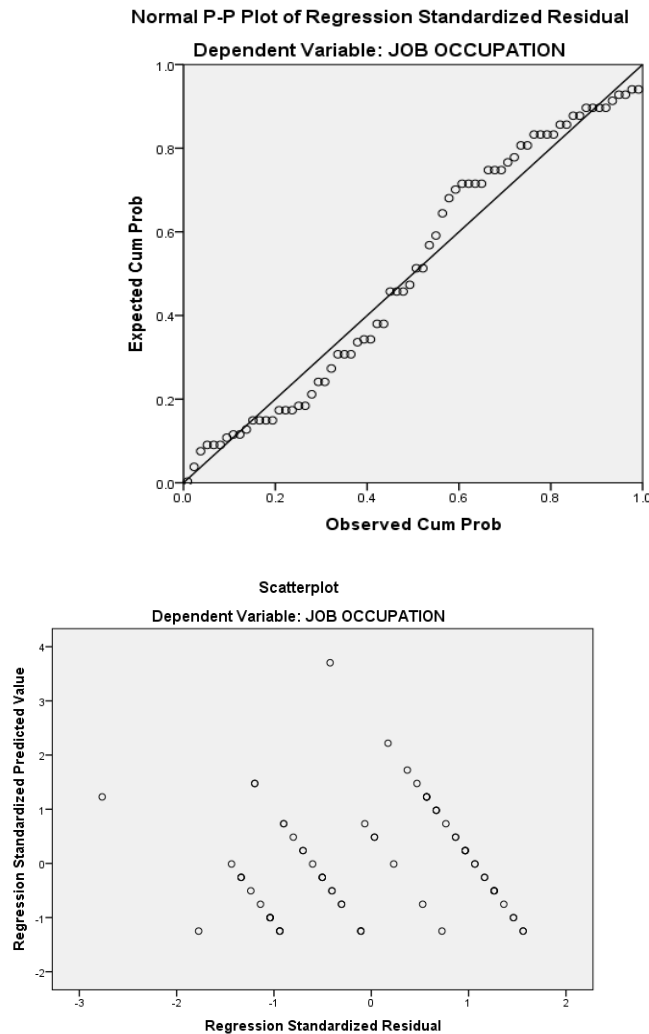
Checking whether distribution of values have symmetrical shape. It is assumed that values with normal distribution represent the population. Normal Distribution is tested using histograms, normality plots, and statistical tests. This is shown below as follows:

Figure 4.1 Checking Normal Distribution



From the above histogram indicates that the data used to analyze the influence of business incubator on providing job opportunity to youth is normal distributed. This is because it have a bell curve and symmetrical. Where by mean, mode and median are almost similar.

Figure 4.2 Normal probability plot and the scatter plot



From the above normal probability plot and the scatter plot indicates that, there is Linear relationships exist that implying straight line association visualized with scatter plots. The Strong linear relationship occurs when the points lie close to a straight line on the p-p plot, and they are widely scattered as appeared on scattered plot.

4.8 Regression Analysis

Regression is the attempt to explain the variation in a dependent variable using the variation in independent variables. Regression is thus an explanation of causation. If

the independent variable(s) sufficiently explain the variation in the dependent variable, the model can be used for prediction of population values. Below are the tables explaining about the analysis done by using regression on this research.

Table 4.36: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.560 ^a	.414	.303	1.088	.314	10.061	3	66	.000

a. Predictors: (Constant), TOTMC, TOTTS, TOTES

b. Dependent Variable: JOB OCCUPATION

Looking and paying attention in the **Summary model box** and checked the value specified under the heading **R-Square**. **R-Square** states that on how much of the variance in the dependent variable (*job occupation*) is clarified by the IVs (which comprises with management competence, technical skills and entrepreneurial skills). In this research, the value for R-square is .414; always expressed as a %. This means that the model (which includes all IVs) explains 41.4% of the variance in job occupation. The higher the R-square, the better is the model. Also the model explained about **the value of R** which indicates simple correlation between dependent and all independent variables is 0.560 ($R = 0.560$) When you have R-square above, 0.5, the model is very good. In addition to that, it is observed that, **the adjusted R square value** is 0.303 (= 30.3%) which means one percentage change on independent variable explain 30.3% variances on dependent variable (job occupation). When a small sample is involved, the R square value in the sample tends to be a rather optimistic overestimation of the true value in the population but the Adjusted R square statistic ‘corrects’ this value to provide a better estimate of the true population value.

Table 4.37: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.726	3	11.909	10.061	.000 ^b
	Residual	78.117	66	1.184		
	Total	113.843	69			

a. Dependent Variable: JOB OCCUPATION

b. Predictors: (Constant), TOTMC, TOTTS, TOTES

The ANOVA summary table tells us whether our model is statistically adequate. Using the F-value and P-Value. In this research, the F-value is 10.061; P-value<0.001. This indicates that P-value is (Significant Value). This is because P-value is less than or equal to 5%; it indicates that R-square is different from zero. That mean to say, a significant prediction model emerged, F= 10.061, P value is less than 0.01 and accounted for almost 30.3% of variance job occupation (**R square** is equal to 0.414, while **adjusted R square** is also equal to 0.303). The model is seen to be fit for the data, however it is not perfectly fit since r square is less than 0.5.

Table 4.38: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.413	1.020		8.246	.000
	TOTES	.068	.051	.206	1.321	.191
	TOTTS	.015	.047	.047	.319	.751
	TOTMC	.112	.041	.428	2.756	.008

a. Dependent Variable: JOB OCCUPATION

From Regression Coefficients Table, it explains which of the variables included in the model contributed to the prediction of the dependent variable, looking in the column labeled Beta under Standardized Coefficients. Different variables are compared. ‘Standardized’ means that these values for each of the different variables have been converted to the same scale so that you can compare them. In this case we are interested in comparing the contribution of each independent variable; paying attention to the **Beta column** and discovered that beta value is the largest while ignoring any negative or positive signs out the front. In this study the **largest beta**

coefficient is .428, which is for management competence. This means that, the variable management competence makes the strongest unique contribution on explaining the dependent variable job opportunity, when the variance clarified by all other variables in the model is controlled for. The Beta value for entrepreneurial skills variable is 0.206, and for technical skills is 0.047. The contribution for the last variable is very low.

Also each of the above mentioned variables, the value in the column marked Sig is checked. This states whether this variable is making a statistically significant as *unique* contribution to the equation. It is dependent on which variables are included in the equation, and how much intersection is arising among the independent variables. Management competence is significance because the Sig. value is 0.008 which is less than .05 (.01, .0001.), then the variable is making a significant unique contribution to the prediction of the dependent variable job occupation. Entrepreneurial skills and technical skills are sig at .191, .751 respectively, this is greater than .05, and then it can be concluded that these variables are not making a significant unique contribution to the prediction of dependent variable.

Only the effect for management competence has high t value of 2.756 followed by entrepreneurial skills is 1.321 and technical skills t value is .319 which is low one compared to other variables.

Empirically, the result are much similar with the work conducted by DR Imani S.K on his work of **Business incubation and clustering in Tanzania**, where by the finding states that there are factors that hindering firms growth, these are poor business knowledge of entrepreneur, poor technological skills and lack of management competence that results poor innovation towards small firms and self-employment. This means to say, management competence, entrepreneurial skills and technical skills are very important in business incubation to improve the chances of job opportunity to youth.

Also on the study conducted by Info Dev (GEM, 2010: 8) on the work of **determinants of business incubation and Small Medium Enterprises** explains that enterprise situation together with business structure is mainly stimulates by one's capability on respond and act upon the opportunities of establishing a business, management skills and entrepreneurial skills together with government practice and social believes.

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Also **Maslow's hierarchy of needs in psychological theory** support the results of this finding based and focus on human motivation and human needs that stimulates and inspire peoples employed into venture business. This theory relates with this study because it views business enterprises as a method of producing a living for families and the reasons that individual looks desired jobs in order to satisfy the needs in the hierarchy.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This is the final chapter of this study, this chapter include summary of the study, conclusion and recommendation.

5.2 Summary of the study

The purpose of this study was to analyze the influence of business incubation in providing youth employment. To archive this objective, the researcher selects management competence, entrepreneurial skills and technical skills as independent variables and job opportunity (youth employment) as dependent variable.

This study has been conducted in Zanzibar and has been selected as study area because of easy access of getting information (data), the study used simple random sampling to get the questionnaire respondents, 70 questionnaires was distributed to incubates of Zanzibar Technology Business Incubation Center and collected used for analysis of this study.

Correlation analysis, descriptive analysis together with regression analysis have been used in this study to analyze the results in order to get the result and to arrive at conclusion.

Regarding the primary objective, this study has revealed negative strong significant relationship between management competence and job opportunity to youth. Furthermore, it has been revealed that an entrepreneurial skill was also found to be significant predictor of job opportunity. Using regression analysis management competence provided by business incubation is the most predictor and ranked number one for the outcomes of job opportunity to youth, followed by the entrepreneurial skills. Technical skills were found to be non-significant to job opportunity on incubation center in Zanzibar.

In general, the findings of this study indicates significant association between management competence, entrepreneurial skills and technical skills provided in business incubation center with job opportunity to youth. However, management competence and entrepreneurial skills were found to be significant predictors of youth job opportunity in Zanzibar.

5.1 Conclusion

From the findings of the study, the researcher concludes that business incubation centers have influence on providing job opportunity to youth and is done properly. These findings found out that Business incubation center is affected by the factors like management competence, entrepreneurial skills and technical skills in order to establish a venture as a chance of job opportunity. This has been seen and notified by research done by DR Imani S.K (2015) conducted a study on Business incubation and clustering in Tanzania, Specifically the study aimed to identify factors that results ineffective business incubation and clustering policies whose economic models have long failed to fit well within the country's past and current social, cultural and economic context. From the findings of the study, the researcher concludes that, there are factors that hindering firms growth, these are poor business knowledge of entrepreneur, poor technological skills and lack of management competence that results poor innovation towards small firms and self-employment. This means to say, management competence, entrepreneurial skills and technical skills are very important in business incubation to improve the chances of job opportunity to youth.

The subject of business incubation centers as source of youth employment consumes no much attention in academia. Literature is partial and studies time and again focus on individual characteristics of societal issues or economic measures that lead to unemployment as an outcome rather than talk about to a broader theoretical argument or discussing synergies among different academic restraints. Although, it is the universal economic crisis scholars have drawn extra thoughtfulness to the phenomenon of business incubation centers on providing job opportunity to youth

and potential significances for improvement. Governments and global organizations have appointed teams of experts to investigate the condition of youth in order to restructuring and design new young people employment policies. Coming to the side of Tanzania and much attention is in Zanzibar, some writings available that give a talk on institutional, social, together with economic difficulties affecting young Zanzibaris and their employability without explaining on their interrelations with incubation centers.

All in all; Activities with business incubation, information was added through reports, reviews. Data are generated by individuals that directly work on the matter of care explaining that business incubation center plays a huge role on providing job opportunities to young Zanzibaris. Therefore business incubation centers were very important aspect on increasing the life and development of Zanzibar and Tanzania in general. Some of the primary literature that collected data on the employment situation of youth in Zanzibar was the Final Report of the Zanzibar Household survey during 2010. Furthermore, the Economic and Social Survey Zanzibar 2016, Zanzibar Strategy for Growth and Reduction of Poverty II (2010).Also finding concerns Zanzibar Business Incubation Center from the ministry of work, youth, women and empowerments. Empirical findings drawn from primary writings played a fundamental role for the analysis part of this thesis.

5.2 Recommendation

Recommendations to government, ZTBI members and policy makers.

The findings of this study have revealed the existence of a significant relationship between youth incubators (business incubation centers) and success of youth entrepreneurship as part of job opportunity. Government being in charge of policies and being the biggest spender in the country needs to act as strategic partner in incubation centers. For any incubation center to achieve success, it needs to endeavor to have government support both financial and technical government's support as strategic partners.

There is a need to reinforce open private association which can enhance new types of financing and limit building measure along these lines adding to supportability of the broods and successful incubation of youth entrepreneurs.

Coming to the side of ZTBI members; The challenge of market, innovation and networking came out from the study findings as the biggest challenge to ZTBI. This is the results of existing plenty of failed promises from stakeholders which is not forthcoming. This study recommends that business incubation centers need to be run through a business model that is self-sustaining. This can be done by getting committed equity partners or offering stakes in the incubated companies to venture capitalists who can both grow and coach the nascent entrepreneurs. From the study findings the level of Private sector partnership in business incubation can be improved. A good relationship will help in networking, financing and even act as customers to the innovations in the incubation centers. This is critical for the success of incubation centers in their core mandate of promoting youth entrepreneurship. This study therefore recommends that incubation centers anchor themselves on private companies or institutions which will play a huge role in promoting youth entrepreneurship.

This study found out from the key informants that a huge policy gap exists between incubation centers and the relevant ministries to grow and promote youth entrepreneurship. This study recommends sensitization of policy makers on the potential of incubation centers in alleviating youth unemployment and creating an opportunity to move towards vision 2030. This will ideally lead to centralization of policies, focus on incubation and improve youth enterprises.

5.3 Suggestion For Further Studies

This study focused on investigating the influence of business incubation centers in providing youth employment in Tanzania: case of Zanzibar. This study was limited in scope to links the relevance skills provided by business incubation centers as strategies on entrepreneurship training to provide job opportunities to youth,

management competence and technical skills. In this regard, the study was not exhaustive in all the factors that contribute to success of youth entrepreneurship based on incubation centers. Therefore, scholars and academicians should carry out further studies on the same topic, however, focusing on other factors not considered by this study.

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APPENDIX

QUESTIONNAIRE FOR YOUTH AS YOUNG ENTREPRENEURS

Introduction

Dear respondent, my name is Azida Jabir Hamza, pursuing MSC Entrepreneurship and Development at Mzumbe University Morogoro main campus. I am conducting an academic research as part of my master's programme, about "The influence of Business Incubators in providing youth employment in Zanzibar - Tanzania: A case study of Zanzibar Technology and Business Incubator". The research is inevitable for academic purposes. Nevertheless, the research findings will in one way or the other withdraw suitable information and knowledge in dealing with reducing youth un employment related issues in Zanzibar.

Kindly, respond to the questions below with as much transparency as possible. The information you give will be treated strictly confidential and for academic purposes only.

Your Cooperation is highly appreciated.

For any clear clarification and questions please do not hesitate any time to contact.

Mobile phone: +0778699995

Email thaqisai@gmail.com

Thank you.

SECTION ONE: BACKGROUND INFORMATION

1) Name of the respondent (option)

Age: Under what age bracket do you belong?

18 -22 Years [] 23 - 27 Years [] 28 - 32 years []

Below 35 years []

2) Occupation

(i) Fishermen () (ii) Employee ()

(iii) Entrepreneur () (iv) shop keepers ()

(v) Others ()

3) Sex

(i) Male () (ii) Female ()

4) Marital status

i) Single () (ii) Married () (iii) Divorced () (iv) Widowed ()

5) Educational back ground

(i) Primary Education () (ii) Secondary Education ()

(iii) Tertiary Education () (IV) none of them ()

6) Street / Village

7) How did you become a member of ZTBI?

- (i) Volunteered () (ii) Join as a student ()
- (iii) Nominated by community group () (iv) Others ()

8) What support that you get from ZTBI center in managing job opportunities to youth?

- (i) Technical skills () (ii) management competence ()
- (iii) Entrepreneur skills () (iv) networking and coaching ()
- (v) All of the above ()

9) Prior to starting your business, had you received any form of entrepreneurship education at any incubation Centre?

Yes [] No []

Elaborate your answer

10) Do you think that Zanzibar Technology Business incubation Centre is useful in equipping youths with technical and entrepreneurial skills?

Yes [] No []

Please explain your answer;

Yes.....

No.....

SECTION TWO: ENTREPRENEURIAL SKILLS

- 1.) Are you a self-starter? Yes [] No []
- 2.) Did you grow up in a family of business owners or have had a close association with business owners? Yes [] No []
- 3.) Does your spouse support your entrepreneurial aspirations? Yes [] No []
- 4.) Are you a problem solver and positive about challenges or setback? Yes []
No []
- 5.) Do you start innovative and creative ideas? Yes [] No []
- 6.) Do you desire being your own boss rather than working for someone else? Yes []
No []
- 7.) Are you accepting of advice and guidance from mentor(s) or advisory groups, although it may differ from your long held beliefs or opinions? Yes []
No []
- 8.) Rank the training and skills provided by business incubators to entrepreneurs according to their importance from your viewpoint (1 – 8).

1. Planning and visibility study	[]	2. Marketing	[]
3. Financial Management	[]	4. Mobilization & communication	[]
5. Critical thinking and creativity	[]	6. HR Management	[]
7. IT	[]		
8. Other	[]		
- 9.) Is the skills you obtained help in building creativity and innovation?

i) YES ()	(ii) NO ()
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10.) How important are the following training sessions provided at ZTBI important to the development of your business? (Please respond by a tick using a 5-Point Likert scale provided where 1=Not at all, 2=Less Important, 3=Moderate, 4=Important and 5=Very Important)

Statements Regarding Training of Business Skills	1	2	3	4	5
Business Plan development support services					
Maintaining business records					
Knowing how to communicate with partners					
Training in Innovative problem solving techniques					

11.) A: Do you have faith in lack of entrepreneurial skills disturb the performance of business incubators? In your opinion, If yes or no can you please elaborate why?

.....

B: How important are the following skills provided at ZTBI important to the development of your business? (Please respond by a tick using a 5-Point Likert scale provided where 1=Not at all, 2=Less Important, 3=Moderate, 4=Important and 5=Very Important)

item	1	2	3	4	5
I am able to present and market myself easily					

I have the required skills to write excellent business proposal					
I have the ability to manage development project					
I have the skills required for writing a business plan					
I have excellent budgeting skills					
I have the ability to make visibility study					

SECTION THREE: TECHNICAL SKILLS

12) Do you perceive the BI Centre to have had a positive effect on your ability to?
(Please respond by a tick using a 5-Point Likert scale provided where 1=No effect, 2= minor effect, 3=Neutral, 4= Moderate effect and 5=Major effect.)

Items	1	2	3	4	5
Come up with a new idea of a product or service.					
Design a product or service that will satisfy customer needs and wants.					
Recruit and hire employees.					
Set goals and how to accomplish.					
Evaluate assumption when confused.					
Come up with best ways to solve problems					
Aware of what strategies to use when engaged to given task.					

13) Which of the following strategic partners has your business made use of as a result of Zanzibar Technology Incubation Center? (Kindly tick all the partners ZTBI has helped you get access to)

1. Suppliers ☐ 2. Debt collector ☐ 3. Customers ☐
 4. Human Resource Firm ☐
 5. Licensed conveyance ☐ 6. Patent/trademark ☐ 8. attorney/agent ☐
 9. Other (specify).....

14) How important has the following services gained from ZTBI been of help in the development of your enterprise?

(Please respond by a tick using a 5-Point Likert scale provided where 1=Not at all, 2=Less Important, 3=Moderate, 4=Important and 5=Very Important)

Services Regarding Links to Financial Support	1	2	3	4	5
Links to Investors					
Links to Financiers					
Capital through Equity Investment					

15) How often would you require service provision such as links to investors, links to financiers, and capital through equity investment from ZTBI?

1. Very often ☐ 2. Often ☐ 3. Occasionally ☐ 4. Less Often ☐ 5. Not at all ☐

16) Were you maintaining business records strategically before entrepreneurial training at ZTBI?

- Yes ☐ No ☐

If yes to question above, has your record keeping improved?

Yes ☐ No ☐

If No to question above, have you started keeping records after the training?

Yes ☐ No ☐

SECTION FOUR: MANAGEMENT COMPETANCE SKILLS

17) Do you perceive the BI Centre to have had a positive effect on your ability to?
(Please respond by a tick using a 5-Point Likert scale provided where 1=No effect,
2= minor effect, 3=Neutral, 4= Moderate effect and 5=Major effect.)

items	1	2	3	4	5
ZTBI support people who share their problems with					
ZTBI encourage all members of unit to share new ideas and put forward new work methods					
ZTBI motivate and mobilize incubates to improve their work					
ZTBI carefully observe the work of my unit					
ZTBI regularly provide subordinates with support in the development of management skills and raising qualifications.					
ZTBI expect hard work and high effectiveness of its incubates.					

Members of ZTBI set ambitious goals which stimulate subordinates to achieve above-average results					
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18) Is the skills you obtained help in gaining competence in managing marketing, finance and human relation?

- i) YES () (ii) NO ()

19) What are the challenges faced in your business?

- (i) Innovation () (ii) marketing ()
(iii) Networking and decision making () (IV) none of them ()

20) Do you know the social and economic impact of youth un-employment? If yes, mention any?

- i)
ii)
iii)

21) Do you think existing employment policy fail to maintain more job opportunity?

- i) If yes why?
(ii) If no why?

22) What are opportunities can be created by government in your areas?

- iv)
v)
vi)