



**INFLUENCE OF THE NEED FOR ACHIEVEMENT AND
ENTREPRENEURIAL SKILLS TRAINING ON THE GROWTH OF
MICRO AND SMALL ENTERPRISES IN BOMET COUNTY, KENYA**

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ABSTRACT

Background: There is adequate data to indicate that micro and informal enterprises are responsible for about half of new employment opportunities in the African continent. In Kenya, the sector contributes to 33 percent of the Gross Domestic Product (GDP). However, the sector has both higher rates of death and rates of birth as compared to firms which are large firms. Therefore, there is need to understand all the probable causes of collapse and stunted growth of the sector. This will ensure that there will be continued growth of the sector in order to grow the job opportunities for youths and the growth of the overall economy. Most studies which have been done on this sector have concentrated on the factors of production especially capital in terms of finance. However, the current critical mean of production which is the entrepreneur has not been studied very well. These enterprises depend on the entrepreneur himself/herself for their survival and development. The objective of this study therefore is determine the influence of entrepreneurial characteristics in terms of the need for achievement on the growth of micro and small enterprises. The study will also determine if entrepreneurial skill training will influence the relationship between the characteristic and growth of enterprises.

Methodology: The target market consisted of the 14,574 micro and small businesses in Bomet County as of 2016. The manufacturing, trade, and services strata of micro and small firms were the ones from which the respondents were chosen for the study using the stratified sampling approach. There were 384 micro and small businesses in the sample. Data were gathered via a questionnaire. The instrument was given to the business owners or managers in order to collect the data. The computer program was used to process the data. To determine the connection between entrepreneurs' demand for success and business growth, a multiple regression model was utilized.

Conclusion: The main conclusions were that firms' growth in Bomet County, Kenya, is influenced by their demand for success. The study's main conclusion is that important MSMEs participants should develop their entrepreneurial skills, especially as training is essential for owners and managers to succeed. The conclusion of this study is that not everyone can succeed as an entrepreneur. To find the future entrepreneurs, there should be a methodology and tools available. The necessary resources and other capital cannot be made available to them until they have been identified

Keywords: *Entrepreneurial characteristics, the need for achievement, entrepreneurial skills training, growth of micro and small enterprises.*

INTRODUCTION

Micro and small enterprises (MSEs) comprise the biggest share of the enterprises in the private sector across low, middle and high-income countries and as such, they provide the biggest employment bulk (Maloney, 2004; Ayyagari, Demirguc-Kunt, & Maksimovic, 2011; ILO, 2015). The distribution of jobs in informal and formal SMEs range from 80% in South American countries to at least 90 percent in Asian countries. Even with economies which are better like Chile, micro enterprises are responsible for giving approximately 40% of the population chances of employment (World Bank (WB), 2013). According to Page and Soderbom (2015), the developing world's informal and formal micro, small and medium enterprises (MSMEs) are estimated to be 365 to 445 million, providing employment opportunities to approximately 90% of all employees (WB, 2013). Labor force and household surveys in Ethiopia indicated that SMEs together are responsible for 97 percent of opportunities of employment (WB, 2013).

There is adequate data to indicate that micro and informal enterprises are responsible for about half of new employment opportunities in the African continent. Small firms have both higher rates of death and rates of birth as compared to firms which are large (Page & Soderbom, 2015). The shutting down rate of small firms surpassed 20% annually in the early 1990s in Latin America and Africa. Most shut-downs happened in the initial years of a firm's existence. In Zimbabwe, Swaziland, Kenya and Botswana, over half of the small firms shut down within 3 years of start-up and the rate was highest before the first year ended (Liedholm, 2002).

The personality characteristics studies of entrepreneurs started in the mid-20th century, according to Kerr, Kerr, and Xu (2017), with unifying approaches from economics, psychology, sociology and business management to address the questions: Who is an entrepreneur? What's driving them? What characteristics describe them? According to Ogbor (2009), research on entrepreneurship in Africa has related many personality traits or characteristics of entrepreneurs to entrepreneurial success in Africa. The debate continued as to whether psychological variables, social demographic factors or external factors are the best determinants of entrepreneurial behavior and performance in sub-Saharan Africa. Individual attributes are not sufficient to describe the essence of entrepreneurial success or failure; systemic factors may play a part in this (Baume, 1996).

In Tanzania, Uganda, Zambia, Zimbabwe and South Africa, microbusiness owners showed psychological variables such as personal initiative, innovation, entrepreneurial orientation and autonomy (Rauch and Frese, 2000). The argument of these studies was that the entrepreneur's behavior affected by his or her personal characteristics explain the differences in environmental reaction and therefore the findings were that psychological factors are essential for micro-business companies (Ogbor, 2009). As per Hofstede, Noorderhaven, Thurik, Uhlaner, Wennekers and Wildeman (2004), it is also used as a synonym for traders, self-employed and businessmen. Management and economic literature note that entrepreneurship can be seen as a behavioral function correlated with the recognition and development of new economic opportunities.

PROBLEM STATEMENT

The Micro and small enterprises segment has been described and highlighted as a major economic engine in Kenya. It provides employment and wealth creation opportunities to many of our youths. The sector complements large firms as ancillary units. It acts as a catalyst for entrepreneurial activities in rural and urban areas hence contributing to socio-economic development and transformation of the country (KNBS, 2016). According to Kenya National Bureau of statistics

report of 2016, the high mortality rate of micro, small and medium enterprises in Kenya was due to shortage of operating funds, increased operating expenses, declining income and losses incurred from the businesses. Therefore, majority of studies done in Kenya have concentrated on the effects of these factors on the growth of enterprises. However, it is plausible that other factors apart from those mentioned above are at play.

Some researchers have tried to define success of enterprises in terms of turnover, sustainability and growth. Others have concentrated on the entrepreneurial characteristics as indicators of success (Chaves, 2016). Individuals play a great role in these firms. Several studies worldwide have acknowledged the importance of entrepreneurs for the growth of small enterprises. Most of them depend on the entrepreneur himself/herself for their survival and development (Rauch & Frese, 2000). The objective of this study therefore is determine the influence of entrepreneurial characteristics in terms of the need for achievement on the growth of micro and small enterprises in Bomet County, Kenya. The study will also investigate if the skills training will moderate the relationship between the characteristic and the growth of enterprises.

Research hypothesis

H₀: The entrepreneurial skills training do not have moderating influence on the need for achievement and growth of micro and small enterprises in Bomet County, Kenya

2.0 LITERATURE REVIEW

Theoretical Review

The Need for Achievement theory

Maslow (1954) developed famous theory of individual development and motivation. He showed his theory in a form of a hierarchical triangle. He stated that the basic needs must be met before a person can aspire to climb the hierarchy to achieve more complex needs. One must first meet the basic physiological needs of food, water and warmth (shelter). After attaining these needs the focus will shift to the need to be safe, then the need to belong to social groups. Self-respect and the esteem of others will follow thereafter. Self-actualisation needs will be upper most need. This is about the desire to develop and realize your individual full potential to become everything he or she wants (Maslow, 1954).

McClelland (1961) built on Maslow's work. He listed the following three needs as universal motivators: the need for success, the need for connection, and the desire for power. Depending on their primary incentive, people will have distinct traits (McClelland, 1961). According to McClelland's theory of needs, which dates back to 1961, a person's traits and particular requirements are acquired through time and may be influenced by their experiences, education, and training. According to the need for accomplishment idea, people have a strong drive to succeed. They therefore seek personal responsibility for finding solutions to problems and are driven to set goals that are realistic and achievable. In their quest to satisfy their needs and achieve they take calculated risks and think and act innovatively (Brockhaus, 2008).

The need for achievement theory by McClelland (1961) explained that human beings have a need to succeed, accomplish, excel or achieve. It is argued that entrepreneurs are driven by this need to

achieve and excel. While there is no research evidence to support personality traits, there is evidence for the relationship between achievement motivation and entrepreneurship (Simpeh, 2011). From literature, weakness has been identified in the achievement theory. They range from the difficulty of understanding the individual needs and what it takes to satisfy them. The cause-and-effect relationship between need and behavior has not also been understood well.

Empirical Review

The theory of motivation by McClelland (McClelland, 1961) describes human needs that concentrate on the desires for success, strength, and association that people grow as a result of their experiences in life. It illustrates three of the many needs formed by humans: the need for achievement, the need for power, and the need for affiliation. Moiro and Ndemo (2014) noted that the need for accomplishment is related to the control characteristic's internal locus. People who believe that their acts can lead to personal accomplishment have a clear internal conviction.

McClelland theories on individual motivations especially entrepreneurs pay attention to personal traits (McClelland, 1961). The achievement motivations when combined with entrepreneurial orientation dimensions as part of managerial skills have the capability of developing high growth ventures (Wainaina (2017). Musa (2016) study on whether the need for achievement trait can influence growth of wood-based MSEs in Nigeria found out that 75% of owners/managers exhibited the need for achievement trait, while the remaining 25% did not exhibit the trait. A study done by Adegbite *et al.*, (2006) evaluated the impact of entrepreneurial characteristics on the growth of small-scale manufacturing industries in Nigeria. It noted that certain individual behaviors are attributed to entrepreneurial success and that the following are the most relevant: need for achievement, creativity and initiative, risk taking and setting objectives, self-confidence and internal locus of control, need for independence and autonomy, motivation, energy, commitment and persistence (Adegbite *et al.*, 2006).

3.0 METHODOLOGY

This section on methodology will discuss the methods and approaches which will be used to collect the data to be used in testing the hypotheses formulated for this study. The outcome of the hypotheses testing will be to establish if entrepreneurial characteristics in form of the need for achievement can influence the growth of micro and small enterprises in Bomet County, Kenya. The method will also test if the skill training can moderate the relationship between the characteristic and growth of enterprises.

Measurement of the independent variable

This study employed the descriptive research method. Gay (1981) defines descriptive research as a process of collecting data so as to test hypothesis or to answer questions concerning the current status of the subjects in the study. Descriptive study describes the phenomenon as it is (Saunders, Lewis, Thornhill (2012). Gall, Gall and Borg (2007) defined descriptive research as a type of quantitative research that involves making careful descriptions of phenomena (Gall, Gall & Borg, 2007). This study adopted the measure of achievement motivation developed by Smith (2015) to measure the need for achievement. It measures three factors believed to correlate with one's

achievement motivation: thoughts, behaviors and settings. It uses Likert scales to capture the achievement motivation.

As the research design was descriptive, describing phenomenon as it is, the study used structured questionnaire to capture information based on questions in the form of Likert scale. The data was analyzed as the interval measurement scale. This study's Likert scale items will have a composite score (sum or mean) based on five Likert-type items. Interval scale items should include the mean and standard deviation for variability, according to descriptive statistics. The Pearson's r, t-test, F-test and ANOVA and regression techniques are further data analysis procedures that are acceptable for interval scale items.

Measurement of the moderating variable

Moderating variable in this study is entrepreneurial skills training. There are many methods of measuring training skills outcomes. They range from school/college-based instruments to complex institutional types. The study adopted 'The Training Evaluation Inventory (TEI)' developed by Ritzmann, Hagemann and Kluge (2014) as the appropriate type to use to measure the entrepreneurial skills training.

Measurement of dependent variable

The growth of enterprises was measured by the increase in the number of employees, volume of sales, number of products and services and finally the number of Branches. Questionnaires from previous studies with similar variables were used.

Sample

The sample size was established to be 384 for the target population of 14,574 micro and small businesses in Bomet County (KNBS, 2016). The size was calculated using the formula, which is recommended for social science research (Mugenda & Mugenda, 2008). Stratified random sampling helps the researcher achieve the desired representation of various sub groups in the population (Mugenda & Mugenda, 2008). The researcher chose this method so as to have existing sub-groups fairly and randomly represented within the sample. The sample was stratified through the enterprises' activities in form of trade, service and manufacturing.

Instruments

Mugenda (2003) claims that research instruments are employed to gather the essential data. Questionnaires, interview schedules, observation forms, and standardized tests are the most regularly used instruments in social research. Primary data was collected from micro and small business owners and managers using a standardized questionnaire in this study. In this study, primary data was obtained from owners and managers of micro and small enterprises through structured questionnaire. Secondary data was obtained from online, print-outs, journals, websites, books, articles and through communication with county officials in their offices. According to Mugenda (2003), questionnaires are used to obtain important information about the population.

4.0 FINDINGS

Descriptive statistics

	N	Min.	Max.	Mean	Std. Deviation
Aggregate Score	325	1.00	5.00	4.2772	0.9411

The standard deviation values for all statements on need for achievements were less than 2 as indicated by aggregate standard deviation value of 0.9411, indication that respondents had similar opinions. Also, the aggregate mean was 4.2772, an indication that on average, the respondents were of the opinion that the statements on the need of achievements affected the growth of their enterprises to a large extent.

Table 2: Whether Need for Achievement can Influence the Growth Enterprises

	Frequency	Percent
Yes	314	96.6
No	11	3.4
Total	325	100.0

From the findings, 314 (96.6%) of the respondents agreed that their need for achievement can influence the growth of their enterprise while 11(3.4%) indicated that it cannot influence. Based on these findings, it is evident that need for achievement of owners/managers of micro and small enterprises can influence the growth of their enterprise.

The study further sought to establish the extent to which need for achievement influenced the growth of the enterprise. The results obtained were as presented in Table 3 below.

Table 3: Extent of the Influence of Need for Achievement on Growth of Enterprises

Extent	Frequency	Percent
Very great extent	114	35.1
Great extent	199	61.2
Moderate extent	11	3.4
Not at all	1	.3
Total	325	100.0

From the findings, 199(61.2%) of the respondents indicated that the influence of need for achievement on growth of enterprises is to a great extent, 114 (35.1%) indicated the influence is to a very great extent, 11(3.4%) indicated to a moderate extent, and 1(0.3%) indicated that there was no influence at all. Based on these findings, it was evident that majority (61.2%) were of the

opinion that the influence of need for achievement on growth of enterprise was great. Therefore, it can be concluded that need for achievement influences the growth of enterprise to a great extent.

Inferential Statistics

The first research question was to determine the influence of the need for achievement on growth of micro and small enterprises in Bomet County Kenya.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.648	.647	.27494

a. Predictors: (Constant), The need for achievement

Model summary was used to show the amount of variation in the growth of micro and small enterprises as a result of changes in the need for achievement. From the findings, the value of R squared was 0.648 implying that there was 64.8% variation of the growth of micro and small enterprises due to the changes the need for achievement. Therefore, the need of achievement can explain 64.8% of the growth of micro and small enterprises; the remaining 35.2% suggest that there are other factors that can be attributed to the growth of micro and small enterprises. The findings further establishes that the need for achievement and the growth of micro and small enterprises are strongly and positively related as indicated by correlation coefficient (R) value of 0.805. To understand the relationship further, the study regressed the need for achievement on growth of enterprises. The results were presented in the table 5 discussed below.

Table 5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	44.999	1	44.999	595.289	.000 ^b
Residual	24.416	323	.076		
Total	69.415	324			

a. Dependent Variable: Growth
b. Predictors: (Constant), The need for achievement

The study used analysis of variance to determine whether the model developed was significant. The significance of the model was tested at 5% level of significance. From the findings, the p-value obtained was 0.000 which was less than the selected level of significance an indication that the model developed was significant. This was an indication that the need for achievement influenced growth of enterprises. Therefore, the need for achievement was significant in predicting growth of micro and small enterprises.

Table 6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.338	.158		2.138	.033
1 The need for achievement	.915	.037	.805	24.399	.000

a. Dependent Variable: Growth

The model structure was $Y = \beta_1 + \beta_2 X_1$ where the beta coefficients values obtained from the regression analysis ($\beta_1 = 0.338$, $\beta_2 = 0.915$) were fitted to form the following regression equation;

$$Y = 0.338 + 0.8915X_1$$

From the equation, holding the need for achievement to a constant zero, the growth of enterprises will be at a constant value of 0.338. The equation further shows that the need for achievement has a positive influence on growth of enterprises ($\beta_2 = 0.915$). The findings further showed that the influence of the need for achievement was significant since the p-value (0.033) was less than the selected level of significance (0.05). Therefore, the need for achievement can be said to have a positive significant influence on growth of micro and small enterprises.

Based on the statement that the need for achievement involves the hope of success in the business and the fear of failure, the findings of this study is that the need for achievement influences the growth of micro and small enterprises in Bomet County, Kenya. The relationship between the need for achievement and the growth of micro and small enterprises in Bomet County, Kenya was established through the analysis of the data. This was arrived at through the scatter plot and regression analysis. It was also established by this this study that the need for achievement is a characteristic of entrepreneurs. This confirms the Davidsson (1989) study where he established that there is positive relationships between need for achievement and various forms of entrepreneurial activity in the firms. However, the differences in need for achievement do not account for a lion’s share of the variation (Davidsson, 1989).

This is why another study in Nigeria, Moruku (2012) observed that in the light of the multitudinous influences impacting on the performance of the entrepreneur, the key research question, namely, “Does the ‘need for achievement’ alone provide a sufficient explanation for entrepreneurial performance. It was his observations that the lack of performance despite achievement motivation may reflect the contention that the need for achievement alone cannot guarantee performance; the owner manager must also possess entrepreneurial skills to do well (Akeredolu-Ale, 1975). There was need to have skills updated through continuous training. Consistent with McMahon (1998), the findings of the study demonstrated that the performance (growth) factors of SMEs are complex and multidimensional phenomenon.

De Silva (2010) findings was that unlike business start-up motives, the growth is motivated by only “pull” motives. He stated that the need for achievement, the identification of the opportunity, and desire for wealth were identified by most of the entrepreneurs as growth motives

Mahadea (1994) examined the effect of one of these attributes, need achievement (n-Ach), on entrepreneurial success as measured by asset, sales and labour growth. N-Ach was found to be a significant predictor of success for indigenous entrepreneurs in Transkei. Entrepreneurs with high and above-average n-Ach level tended to engage in more sophisticated business ventures than their counterparts low on n-Ach. Since the need for achievement has a significant contribution to the success of youth entrepreneurship, management at should make concerted efforts to ensure that youth who are selected into the incubation program have a desire to succeed, and not just those who are exploring available options (Nyambura, 2016).

The Need for Achievement Considering the Moderating Variable

To further establish the influence of the moderating variable, sequential moderated multiple regression (MMR) was computed and the findings discussed hereunder

The study sought to determine the moderating influence of entrepreneurial skills training on the relationship between the need for achievement and growth of micro and small enterprises in Bomet County Kenya. To establish the influence of the moderating variable, hierarchical regression was computed.

Table 7: Model Summary for Moderate Need for Achievement

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	.816 ^a	.665	.663	.26862	.665	319.993	2	322	.000	
2	.874 ^b	.764	.762	.22595	.099	134.121	1	321	.000	

a. Predictors: (Constant), the entrepreneurial skills Training, The need for achievement, need for achievement*M

b. Dependent Variable: Growth

In the second model the R² was 0.7646. This implies that the introduction of entrepreneurial skills training in the second model led to an increase in R-squared by 9.9%, showing that entrepreneurial skills training moderates the relationship between the need for achievement and growth of enterprises.

Table 8: ANOVA

Model		Sum of Squares:	df	Mean Square	F	Sig.
		ANOVA				
1	Regression	46.180	2	23.090	319.993	.000 ^b
	Residual	23.235	322	.072		
	Total	69.415	324			
2	Regression	53.028	3	17.676	346.230	.000 ^c
	Residual	16.388	321	.051		
	Total	69.415	324			

a. Dependent Variable: Growth

b. Predictors: (Constant), The entrepreneurial skills Training, The need for achievement

c. Predictors: (Constant), The entrepreneurial skills Training, The need for achievement, need for achievement*M

The ANOVA statistics in Table 8 shows that the F-calculated for the first model was 319.993 and for the second model was 346.230. Since the F-calculated for the two models were greater than the F-critical (3.024, and 2.633), we can conclude that the two models were good fit for the data and hence they could be used in predicting the moderating effect of entrepreneurial skills training on the need for achievement on growth of micro and small enterprises.

Table 9: Coefficients

Model	Unstandardized Coefficients		Standardized t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics			
	B	Std. Error	Beta		Lower Bound	Upper Bound	Tolerance	VIF		
1	(Constant)	.687	.177	3.883	.000	.339	1.036			
	The need for achievement	.881	.038	.776	23.482	.000	.808	.955	.952	1.050
	The entrepreneurial skills Training	-.181	.045	-.134	-4.046	.000	-.269	-.093	.952	1.050
2	(Constant)	.551	.149	3.686	.000	.257	.845			
	The need for achievement	.387	.053	.340	7.275	.000	.282	.491	.336	2.974
	The entrepreneurial skills Training	-.117	.038	-.086	-3.076	.002	-.192	-.042	.932	1.073
	need for achievement*M	.505	.044	.547	11.581	.000	.419	.591	.329	3.038

a. Dependent Variable: Growth

The regression equation is as follows:

$$Y = 0.551 + 0.387X_1 - 0.117 * M + 0.505X_1 * M$$

The coefficients table shows that all the coefficients were significant since the t-statistics had p-values less than 0.05. The coefficient of need achievement moderated with entrepreneurial skills training was 0.505 which implies that entrepreneurial skills training has statistically significant moderating effect on growth of enterprises and the need of achievement.

Hypothesis Testing

The entrepreneurial skills training do not have moderating influence on the need for achievement and growth of micro and small enterprises in Bomet County, Kenya.

This null hypothesis was rejected. This is because the p-value on table 9 above was 0.000 which was less than the selected level of significance of the t-statistic at 0.05 making the coefficient of need for achievement significant in the model. The study therefore concluded that the need for achievement influences the growth of micro and small enterprises in Bomet County Kenya.

5.0 CONCLUSIONS

The study found that the need for achievement can explain 61.3% of the growth of micro and small enterprises. The study further established that the need for achievement and the growth of micro and small enterprises are strongly and positively related. The study further established that the liner model was significant and therefore, the need for achievement was a significant determinant of growth of micro and small enterprises. The study also established that the need for achievement has a positive significant influence on growth of micro and small enterprises. The moderated model was found to be significant and therefore, the moderated need for achievement can be used to predict growth of enterprises. Further, the coefficient of need achievement moderated with entrepreneurial skills training was found to have statistically significant moderating effect on growth of enterprises and the need of achievement.

The study found that managers and owners of micro and small enterprises have a strong desire to be a success in the things they set out to do; they feel that their present work is meaningful and the thought of succeeding is pleasurable. The study also established that when managers and owners of enterprises are engaged in business activities, they try to strive for excellence; they carefully plan their business activities; they set goals for their lifetime; they try to follow the rule: business before pleasure and when working on a business activity, they like to see that plans are followed through efficiently. Further, they enjoy competitive business activities; they think of how it will feel when and if the task is successfully completed; when proceeding with a difficult task, they think of all the resources that may be available to them in order to accomplish the task; they like to know how they are performing when working on a task; they have a tendency not to give up easily when confronted with a difficult problem; in most projects, they would rather take personal

responsibility for completion than be only a contributor; and despite the uncertainty of the future, it pays to make plans while working on a task,.

In addition, the study established that managers and owners of micro and small enterprises finish things that they start; they are active in their business community affairs; their family actively plays and works together in business; they would rather work with an expert in the field than with a friend or someone they know; they can keep their mind on a task for a long period of time; planning activities in advance doesn't take the fun out of life; the thought of losing is painful; and that when involved in a task, they sometimes think of how they may feel if they fail. Further, it was established that the influence of their need for achievement on growth of their enterprises is to a small extent; also based on the statement that need for achievement means that they either control their destiny or they are controlled by it, respondents held the opinion that need for achievement can influence the growth of their enterprise. The study further found that the influence of the need for achievement on growth of enterprises is to a great extent.

6.0 RECOMMENDATIONS

The interaction between the need for achievement and entrepreneurial skill training was found to have positive influence on growth of micro and small enterprises. The study therefore recommends managers and owners of enterprises to make efforts to receive entrepreneurial training; this will enhance the growth of their enterprises by enhancing their need for achievement. The study also recommends regular training and motivational forums and seeking experts' opinion and financial support; this will enhance the need for achievement among enterprises. There is also need to empower and encourage small scale enterprises never to give up. The government should also provide affordable loans to these enterprises to enhance performance through creation of opportunities for expansion and growth. Enterprises should also mobilize necessary resources, planning and sticking to the plan, ensuring proper management and record keeping, maintain high standards of service and product delivery, providing customers with all they want; this will ensure of their growth.

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