



ENTREPRENEURSHIP INNOVATION AND CREATIVITY ON GROWTH OF MICRO AND SMALL ENTERPRISES IN KAJIADO NORTH SUB-COUNTY

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Abstract

The main purpose of the study was to analyse the influence of entrepreneurship innovation and creativity on the growth of micro and small enterprises in informal settlements in Kajiado North Sub-County, Kenya. The study targeted micro and small enterprises at Kajiado North Sub-County in Kajiado County. Currently the total entrepreneurs operating and registered under the enterprise owners' association in the area are 1341. Descriptive survey design was considered to be ideal, since the target population involves individuals of different cohorts, stratified random sampling was employed to select 134 respondents from the categories of sub-county. Data collection involved contacting the respondents in the sample in order to collect the required information about the study. The main instrument for data collection was structured questionnaires that allowed uniformity of responses to questions. The researcher sorted, edited coded and analyses primary data that was collected to ensure that errors and points of contradiction are eliminated. The purpose of coding was to classify the answers to different questions into meaningful categories to bring out their essential patterns. The researcher also tabulated quantitative data for each research question. To ensure that data is entered correctly, scores are high or low and how many in each category, the researcher constructed frequency and percent distribution using SPSS version 21.0. SPSS was used because it helps to spot data entry errors or unusual data points and has full set of statistical tests. Analysed data was presented in form of tables. First, entrepreneurship innovation and creativity needs assessments positively influence business performance of Small and Micro Enterprises in Kajiado North Sub-County.

Key Words: entrepreneurship innovation and creativity, growth, micro and small enterprises

Introduction

In most countries' economy across the world depends on the micro and small Enterprises (SMEs), (Kirby, 2013). A large number of people are employed by SMEs Sector which also contribute to the national income as pointed out in Sessional Paper (GOK, 2018). In addition, the sector promotes innovation necessary for the employment besides being the provider for goods and services, (GOK, 2018). The importance of entrepreneurial training as one of the ingredients of SMEs growth has globally been recognized. There is a significant impact on participant's characteristics and final participation outcomes after training, (Edgomb, 2017). Entrepreneurs are able to acquire better management techniques, expand their enterprises adopt new technology and build more business linkages. According to Welsch, (2016), entrepreneurial training programs are increasing around the world.

According to Simpson and Christensen, (2009) found that there have been a positive impact on youth employment and economic growth due to the establishment of new venture. This is due to the fact that it provides micro and small enterprises with an opportunity to build sustainable livelihoods and to integrate into society. It has been established that self-employed youth have higher life satisfaction than youth in the same age group and are more likely to hire fellow youths. Due to the fact that entrepreneurs are focused on the immediate environment they live in and therefore if they prosper, the communities in which they operate prosper as well, entrepreneurship development improves quality of life and contributes to a more even distribution of income (Manu, 2002). In an economy where job creation is the panacea for most societal problems, it is important that young people should appreciate the need to become enterprise developers and not merely job seekers (Owualah, 2008). Micro and small enterprises are the biggest employment creators in both industrialized and emerging economies (ILO, 2014).

The Government of Kenya (GOK), realizing the need to invest in micro and small enterprises empowerment, created the Department of Youth development in 2007 as part of the Ministry of Youth Affairs and Sports (GOK, 2007). The department promotes a holistic development of micro and small enterprises in order to make them self-reliant, productive, and fully integrated into society. In the same year, the government officially launched the National Youth Development Fund, which was established to decrease the high rate of youth unemployment. Its objectives include the provision of loans to youth-oriented micro-finance institutions (MFIs); support for micro and small enterprises; investment in economic opportunities beneficial to youth; and stronger marketing of products and services of micro and small enterprises. Although access to financial services in Kenya has been improving both in rural and urban areas, youth, defined as those less than 25 years old, still face the highest financial exclusion rate in the country (Rainier, 2009).

In 2006, the government being in cognizant of the dangers posed by youth unemployment established the Youth Enterprise Development Fund (YEDF) with the main aim of reducing youth unemployment. The focus of the fund is on micro and small enterprises development as a key strategy that should increase economic activities. The fund has established a unit known as Enterprise Development Unit whose main work is building capacity of micro and small enterprises that have either benefited directly or indirectly from the fund through entrepreneurship training. It is also mandated to promote networking among entrepreneurs and foster partnerships with learning institutions and business development services providers for capacity building. The fund through regional offices was able to conduct entrepreneurship training for 45,000 micro and small enterprises during financial year 2018/19

As per the county government structure, Kajiado North constituency has five wards, namely; Olkeri, Ngong, Ooloolua, Ongata Rongai and Nkaimurunya. The total population in Kajiado North constituency was 202,651 as per the 2009 census. The population of young people between age 15 and 35 was 115,363, or 56.9% of the total population (Kenya National Bureau of Statistics, 2018). The basic conditions to qualify for the funds include; being a member of and recommended by a group of at least eight members, the group must be registered with relevant government body, group membership must be at least 70% youth (18-35 years) and the leadership 100% youth and must have an active bank account. The group must undergo a basic training in business development and entrepreneurship before applying for the loans. The training is carried out by the constituency officer or staff from YEDF. The constituency office acknowledges there are challenges in recovering the loans and their instances they seek intervention of the provincial administration to assist in the process

Statement of the problem

Entrepreneurship training which aims to equip participants with relevant knowledge and skills (Katz, 2007), is regarded as practical means to promote entrepreneurship among people (Peterman & Kennedy, 2003). The first outcome of entrepreneurial alertness has been argued to be vital for successful entrepreneurship. Entrepreneurship training extends beyond knowledge acquisition to a wide range of emotional intellectual social and practical skills (Njuguna, 2017). Enterprises development should therefore lead towards the higher prosperity of the owners (Belak, 2017). The establishment of youth enterprise development fund (Y.E.D.F) in 2006 as one of the flagship projects in Kenya vision 2030 under social pillars was meant to promote youth entrepreneurship training as an alternative source of employment. However, despite the introduction of entrepreneurship training fund there were gaps in consistent monitoring and evaluation of the training. According to meta-analytic findings indicate that entrepreneurship training is effective in promoting cognitive and motivational outcomes resulting into more start-ups (Martin et al., 2013). However, our theoretical understanding of how and why entrepreneurship and entrepreneurial competencies is still lacking (Martin et al., 2013).

Several studies have been carried out in Kenya to establish the relationship between entrepreneurship training and performance (Kingori & Theuri, 2016; Njoroge & Gathungu, 2013; Mwangi, 2011; Osoro, 2013). However, these studies are general and do not distinguish the nature of the relationship (Mwangi, 2011; Osoro, 2013). A research conducted in Githunguri revealed that lack of adequate and appropriate market research is a frequent cause of failure among micro and small enterprises. All the respondents expressed the desire for training that would enable them improve their businesses, but most micro and small enterprises experienced growth even though the respondents had never received any training on entrepreneurship (Njoroge, 2013). Moreover, performance in most studies have been measured based on financial perspective. More specifically, there also lacks sufficient evidence on the role played by training needs assessment, content of training and method of training as factors of entrepreneurship training on performance of small and micro enterprises in information communication technology sector in Nairobi City County, Kenya.

The micro and small enterprises access funds as individuals or groups after being taken through some entrepreneurial training. Most of the empirical evidence concluded open for research in addressing more on the influence of entrepreneurship training on the growth of micro and small enterprises in Kenya. Therefore, this study sought to fill this gap and investigate the influence of entrepreneurship training on the growth of micro and small enterprises in informal urban settlements in Kenya, specifically in Kajiado North Sub-County.

Specific Objective

- i. To assess the influence of entrepreneurship innovation and creativity on the growth of micro and small enterprises in Kajiado North Sub-County

Theoretical review

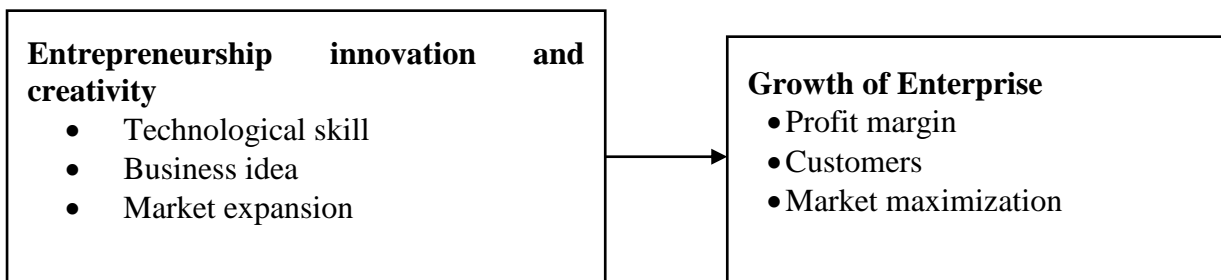
The Knowledge-Based Theory of the Firm

This theory was first promoted by Penrose (1959). Barney (1991) & Conner (1991) later expanded it. KBT underline the significance of knowledge in increasing productivity of the enterprise and that of the economy (Romer, 2001). Therefore, enterprise and economies, with highly educated and trained manpower, are more likely to be of high performance compared to those that lack these key resources. The reason behind this notion is that well-educated and trained employees quick at learning and applying new skills and proactive to develop efficiency, productivity, risk taking and innovativeness of the SME (Timmons, 1999). The knowledge-based theory also distinguishes between two types of learning on the basis of the context within which it occurs. First, we have explorative learning, which obtains from inside the enterprise and thus can occur only through internal experiments (Zahra, Nielsen, & Bogner, 1999) and hence is experiential in nature and secondly the exploitative learning, which is external to the enterprise and therefore must be acquired. Learning by doing is a fundamental process of knowledge development for entrepreneurs.

Education can be used to integrate the learning of entrepreneurial skills and attitudes with behaviour (Middleton, 2010). From a strategic point of view, an entrepreneur who has been trained could easily make the right decisions in regards to which markets to enter and make choice of product, on the financial management strategies and the risk component factor to produce and the selling prices (Hart, 1992). These decisions consistently differentiate between a high performing and low performing enterprise (Hart, 1992). Education and training therefore affect analysis, planning, and control processes of the enterprise (Njoroge & Gathungu, 2013).

The knowledge-based view of the firm is a recent extension of the resource-based view of the firm and the capabilities made that extension possible (Malerba & Orsenigo, 2010). The theory suggests that people use their capacity to act in order to create value in mainly two directions; by transferring and converting knowledge externally and internally to the organisation. The value grows each time a knowledge transfer takes place. Activities that form the backbone of the knowledge-based strategy are to be aimed at improving the capacity to act both inside and outside the organization. In this regard, a knowledgeable entrepreneur tends to be more productive than their counterparts.

Conceptual Framework



Entrepreneurship Innovation and Creativity

Though the importance of innovation is increasing these days there is an immense difficulty in understanding it. There exists a clear anxiety throughout the academic world as to the way

of defining it. The definition and the theory of innovation though, seem to be so important in the days of the knowledge economy and high-tech driven economic growth. Innovation becomes a crucial way of achieving high economic development and growth. There seem to be a need for introducing as objective as a possible innovation definition. There is various definition of innovation that appears in literature. Kacker (2005) points out that the word innovation comes from the Latin word innovate which means „to make new“. Innovations involve new methods of doing things and are associated with risk, failure, new ways of management thinking and unlearning of old ways. Innovation is the process of doing new things. It is important to recognize that innovation implies action, not just conceiving of new ideas. According to Njeru, Namusonge & Kihoto (2012), innovation provided a means to achieving growth objectives of an enterprise. Employees, turnover, net assets and size have been described as the measures of growth of enterprises. For example, degree of satisfaction on levels of turnover, annual employee increases and degree of satisfaction on innovation types.

Empirical Review

In making things better, the goals of an entrepreneur are mainly to increase productivity, efficiency and effectiveness, enhance comfort and convenience and influence returns positively on SMES. Creativity is the process by which a symbolic specialty in culture is altered. The ability to make or bring something new into existence, new ideas, a new method or device, artistic or form is what creativity is all about (Okpara, 2007). Stewart et al (2003) argued that thriving entrepreneurs are greatly innovative than non-entrepreneurs. As effective and efficient vehicles to job creation, economic development and poverty reduction in the world all over, SMES are increasingly gaining prominence. In their dealings that result to enhanced performance and competitiveness in local, regional and international markets, SMES are undoubtedly creative and innovative. Acts of creativity and innovativeness can be manifested in new production process, new product design, new way of doing business and new marketing strategy that has led to the achievement of competitive markets (Gakure & Kirima, 2011).

On frequent basis, new phenomenon come and goes. Something with ability to change the business atmosphere comes to the fore front, every now and then. The business world is not invulnerable to any impact that may occur. Such a trend is the social media that is at times referred to as social networks. Social media gives users the ability to share their encounters and views. This contributes to creativity and innovation, open communication and sharing of information among the users. Among the examples of social media that can lead to business growth are Twitter, Facebook & Instagram (Tapscott & Williams, 2008). Through social networking, businesses gain access to resources that otherwise might not be available to them (Zontanos & Anderson, 2014).

According to Zerenler (2008), demand placed on business by customer's or client's close scrutiny of competitor products and close working relationships are mainly the most important innovation drivers in SMES covered in UK, Portugal and France. A research was undertaken at the Turkish Automobile Supplier industry so as to explore the influence of innovativeness on SMES growth. The study concluded that innovation performance had significantly positive relationship with SMES growth. The level of entrepreneurial skills needs more training in Malaysia as it is moderate especially in the areas of creativity and innovation enhancement, creating promotions and advertising skills, the skills to make business accounts, selling skills and the skills to set the appropriate price. Entrepreneurial training and education contribute to increase of knowledge, skills and experience required to make businesses more robust and competitive. Providing appropriate entrepreneurial training to fulfil entrepreneurship needs is a responsibility for the government (Rosnani *et al.*, 2011).

A research was carried out in Taiwanese non-manufacture and manufacture industries in 2008 by attempting to explore the mediating impact of innovation on SMES growth. It was found out that impacts of innovation exist at high levels which suggested a perfect mediating impact of growth and innovation (Wu *et al*, 2008). In Pakistan, there are numerous entrepreneurs who create innovative products. The support for the mobile innovation by the Institute of information technology is evident. High business growth among SMES was experienced in Pakistan (BMIP) during The Best Mobile Innovation contest 2010 which was open for any “Pakistan made” innovation related to mobile industries and technologies (Aydalot&Mailat, 2011). Innovations have been viewed as one way of enhancing business growth of SMES in Kenya. Growth of SMES on the creation of more or better products or services, processes and technology has made enterprises not realize the expected business growth as a result of lack of information. For a country that is determined to industrialize by 2030, the competitiveness of the SMES sector is critical (GOK, 2011). According to Njeru, Namusonge & Kihoto (2012), innovation provided a means to achieving growth objectives of an enterprise. Employees, turnover, net assets and size have been described as the measures of growth of enterprises. For example, degree of satisfaction on levels of turnover, annual employee increases and degree of satisfaction on innovation types.

Research Methodology

This study used descriptive survey research design. The study targeted micro and small enterprises at Kajiado North Sub-County in Kajiado County. Currently the total micro and small enterprises operating and registered under the owners' association in the area are 670 (KNBS, 2018). The study concentrated on trade business which was divided into three categories, services, trading and manufacturing in Kajiado North Sub County. About fifty five percent (50%) were in agro business, thirty percent (30%) were boutique and twenty percent (20%) were hardware. This sampling technique was used when the population of interest is not homogeneous; in this case the population of interest is composed of various carders of employee groups, is above 10% of the target population and exceeds 30 elements. For the above target population of 670 a sample size of 20% will be taken.

Data collection involved a self-administered questionnaire. The main instrument for data collection was structured questionnaires that allowed uniformity of responses to questions. This pre-testing involved 25 respondents from SMEs in Kajiado north sub county and other stake holders such as the county government. The purpose was to check for errors in the questionnaire so that respondents in the major study would have no problem in answering the questions.

The researcher sorted edited coded and analysed primary data that was collected to ensure that errors and points of contradiction are eliminated. The researcher also tabulated quantitative data for each research question. To ensure that data is entered correctly, scores are high or low and how many in each category, the researcher constructed frequency and percent distribution using SPSS version 21.0. SPSS was used because it helps to spot data entry errors or unusual data points and has full set of statistical tests. Analysed data was presented inform of tables. The researcher also analysed the data to be collected to get statistical measures such as correlations among different variables, mean and standard deviations for easy interpretation of the study.

Results and Interpretation

The study sampled size of 134 enterprises from Kajiado North Sub County. 134 questionnaires were issued and 120 (89.6%) of the questionnaires were returned. This response rates was sufficient and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of

60% is good and a response rate of 70% and over is excellent. This commendable response rate was due to extra efforts that were made via personal calls, appointments booked and visit to respondents' enterprises to remind them to fill-in and return the questionnaires.

Entrepreneurship Innovation and Creativity

Extent of Entrepreneurship Innovation and Creativity on growth of micro and small enterprises

Respondents were asked to indicate the extent to which entrepreneurship innovation and creativity influence growth of micro and small enterprises in Kajiado North Sub-County. From the data findings, 30% of the respondents indicated that entrepreneurship innovation and creativity influence growth of micro and small enterprises in Kajiado North Sub-County to a very great extent, 20% of the respondents indicated that entrepreneurship innovation and creativity influence growth of micro and small enterprises in Kajiado North Sub-County to a great extent, 30% of the respondents indicated that entrepreneurship innovation and creativity influence growth of micro and small enterprises in Kajiado North Sub-County to a moderate extent, 15% of the respondents indicated that entrepreneurship innovation and creativity influence growth of micro and small enterprises in Kajiado North Sub-County to a low extent while 5% of the respondents indicated that entrepreneurship innovation and creativity influence growth of micro and small enterprises in Kajiado North Sub-County to a very low extent as shown in table 1

Table 1: Extent of Entrepreneurship Innovation and Creativity on Growth of Micro and Small Enterprises

Extent	Frequency	Percentage
Very Great Extent	36	30
Great Extent	24	20
Moderate Extent	36	30
Low Extent	18	15
Very Low Extent	6	5
Total	120	100

Statements Relating Entrepreneurship Innovation & Creativity and Growth of Micro and Small Enterprises

The study sought to find out the level of agreement on the statement of entrepreneurship innovation & creativity and growth of micro and small enterprises. Therefore, respondents were asked to indicate whether entrepreneurship innovation and creativity has an effect on growth of micro and small enterprises in Kajiado North Sub-County. Specifically, they were asked to rate on a scale of 1 to 5 1=strongly disagree, 2- Disagree, 3- Neutral, 4-Agree and 5- Strongly agree.

From the findings, 35% of the majority strongly disagreed with the statement that introduction of new products and services has led to business growth, followed by 30% who disagreed and 15% of the respondent were neutral with the statement that introduction of new products and services has led to business growth. 10% agreed with the statement that introduction of new products and services has led to business growth while 5% who were the minority strongly agreed with the statement that introduction of new products and services has led to business growth

On the statement that introduction of quality inputs and raw materials has led to increase in sales and profits, 40% of the respondent strongly agreed, 35% agreed with the statement that introduction of quality inputs and raw materials has led to increase in sales and profits while

15% were neutral. 10% disagreed with the statement that introduction of quality inputs and raw materials has led to increase in sales and profits.

Lastly, 40% of the respondent also agreed with the statement that introduction of new marketing strategies e.g. social media advertisement has led to increased growth, 30% were neutral while 15% strongly agreed with the statement that introduction of new marketing strategies e.g. social media advertisement has led to increased growth. 10% and 5% disagreed and strongly disagreed with the statement that introduction of new marketing strategies e.g. social media advertisement has led to increased growth respectively

Table 2 Statements Relating Entrepreneurship Innovation on Creativity and Growth of Micro and Small Enterprises

Statement	Strongly Disagreed (%)	Disagreed (%)	Neutral (%)	Agreed (%)	Strongly Agreed (%)
Introduction of new products and services has led to business growth	35	30	15	10	5
Introduction of quality inputs and raw materials has led to increase in sales and profits	0	10	15	35	40
Introduction of new marketing strategies e.g. social media advertisement has led to increased growth	5	10	15	30	40

Statement Relating Growth of Micro and Small of Enterprises

The respondents were requested to indicate their level on the relationship between entrepreneurial training and Growth of Micro and Small of Enterprises in Kajiado North Sub-County. Specifically, they were asked to rate on a scale of 1 to 5 1=strongly disagree, 2-Disagree, 3- Neutral, 4-Agree and 5-Strongly agree

From the findings, the respondents as shown by 35% disagreed with the statement that there has been positive increase of profit margin in the enterprises over the year. 30% strongly disagreed while 20% were neutral with the statement that there has been positive increase of profit margin in the enterprises over the year. 10% agreed while 5% strongly agreed with the statement that there has been positive increase of profit margin in the enterprises over the year respectively.

On the statement that enterprises has potential customers that enhances the growth of SMEs, 35% disagreed. 25% of the respondents strongly disagreed with the statement that enterprises has potential customers that enhances the growth of SMEs while 20% were neutral. 10% both agreed and strongly agreed with the statement that enterprises has potential customers that enhances the growth of SMEs respectively.

On the statement that the enterprises has experience increase in market maximization over the year thus enhancing its business growth positively, 35% strongly disagreed and 20% disagreed with the statement that the enterprises has experience increase in market maximization over the year thus enhancing its business growth positively. 25% of the respondents were neutral with the statement that the enterprises has experience increase in market maximization over the year thus enhancing its business growth positively. 15% agreed and 5% strongly agreed with the statement the enterprises has experience increase in market maximization over the year thus enhancing its business growth positively

Table 3: Statement Relating Growth of Micro and Small of Enterprises

Statement	Strongly Disagreed (%)	Disagreed (%)	Neutral (%)	Agreed (%)	Strongly Agreed (%)
There has been positive increase of profit margin in the enterprises over the year	30	35	20	10	5
Enterprises has potential customers that enhances the growth of SMEs	25	35	20	10	10
The enterprises has experience increase in market maximization over the year thus enhancing its business growth positively	35	20	25	15	5

Regression Analysis of the Findings

The regression equation was

$$Y = 6.2937 - 0.5274X_1 + \epsilon \quad \text{where;}$$

X₁: Represents innovation and creativity

Y: Represents the dependent variable (growth)

Table 4: Model Summary

<i>Regression Statistics</i>	
Multiple R	0.96973976
R Square	0.940395201
Adjusted R Square	0.936507932
Standard Error	0.303782451
Observations	120

The study used the R square. The R Square is called the coefficient of determination and tells us how the growth of Micro and Small Enterprises varied with entrepreneurial training. The four independent variables (innovation and creativity training content, training method and training and mentorship) that were studied explain 94.04% of growth of Micro and Small Enterprises Kajiado North Sub-County as represented by R Squared (Coefficient of determinant). This therefore means that other factors not studied in this research contribute 6.06% of entrepreneurial training on growth of Micro and Small Enterprises in Kajiado North Sub-County

Table 5: ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	3	66.9749	22.3250	241.9166	3.6224
Residual	117	4.2451	0.0923		
Total	120	71.22			

The study used ANOVA to establish the significance of the regression model with a 95% confidence level. F statistic would be significant at level alpha = 0.05. Using the F-distribution table for alpha = 0.05, with degrees of freedom 3df for Regression and 46df for Residual, we found that the F critical value is 2.81.

Since our calculated f statistic (241.92) was greater than the F critical value (2.81), we concluded that the regression model as a whole was statistically significant.

Table 6: Coefficients Results

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	6.293709936	0.175629704	35.83511096	2.94576E-35
x1	-0.527405799	0.09688828	-5.443442698	1.95842E-06

The established regression equation was:

$$Y = 6.2937 - 0.5274X_1 + \varepsilon$$

The regression equation above has established that holding entrepreneurial training constant, growth of Micro and Small Enterprises in Kajiado North Sub-County would yield a value of 6.2937 (Intercept). The findings presented also showed that holding the other independent variables at zero, a unit increase in innovation and creativity, would lead to a 0.5274, decrease in growth of micro and small enterprises in Kajiado North Sub-County.

The study thus established a significant negative influence for each of the entrepreneurship innovation and creativity on the growth of micro and small enterprises in Kajiado North Sub-County.

Conclusion

The following conclusions can be drawn from the study. First, entrepreneurship innovation and creativity needs assessments positively influence business performance of Small and Micro Enterprises in Kajiado North Sub-County. This implies that the more trainers conduct training needs assessment, the more they will tend to understand better the needs of the trainees, hence the needs will be addressed during the training.

Recommendation

Therefore, trainers should strive to conduct training needs assessments before conducting entrepreneurship trainings. This will enable them know the specific needs of the trainees so as to adequately address the identified needs.

The study focused only on the SMES sector. Hence, studies in other sectors can be done to ensure generalization of the findings. Further, broadening the study to cover the entire country would be valuable since the study only focused in Kajiado North Sub-County. A study on entrepreneurship training methods would be of importance. This is because the study established an insignificant relationship between the method of training and performance of SMEs. Trainees also preferred discussions and participatory methods while trainers used mostly lecture methods.

The researcher suggests that a study should be conducted on the role of trainers in entrepreneurial training on business growth of SMES among youth driven initiatives. The researcher further suggests that a study on the analysis of factors affecting business growth of SMES among youth driven initiatives under the devolved systems of government in Kenya.

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