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**Entrepreneurial Motivation Competence and Growth of Micro and Small Enterprise in
Nairobi County**

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Strategy

Entrepreneurial Motivation Competence and Growth of Micro and Small Enterprise in Nairobi County

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Abstract

Purpose: The purpose of the study was to establish how entrepreneurial motivation competence influences the growth of micro and small enterprise in Nairobi County. Micro and Small Enterprises (MSEs) are important drivers of economic growth and development in Kenya. These enterprises create employment, facilitate wealth creation and form the backbone for private sector growth and expansion. The numerous challenges facing MSEs in Kenya are both internal and external to their operations. Many businesses are characterized by entrepreneurs' lack of proper entrepreneurial training, lack of marketing capacity and broad operational capacity, lack of business innovation, inadequate business training, lack of motivation for business and pro-activeness.

Methodology: The study adopted a descriptive survey design. There were 1,236,907 operating businesses categorized as MSEs in Nairobi County by the year 2020. To select the MSE in all the regions in Nairobi County, cluster sampling techniques was employed, first to identify the various MSEs and clusters relevant to this study. Seventeen clusters were identified according to where they are located. 384 respondents formed the study sample. The selection of the sample from each cluster of the study was through simple random sampling. The study used a questionnaire to collect primary data, which was then analyzed using Statistical Package for Social Sciences (SPSS version 23). Data analysis was done using descriptive statistics, Pearson correlation coefficient and regression analysis.

Findings: The findings showed that an increase in Innovation competence would result to increase in growth of micro and small enterprise in Nairobi County. The findings showed that a unit increase in Entrepreneurial Motivation competence would result to an increase of 0.639 units in growth of micro and small enterprise in Nairobi County. The univariate analysis fitted to test the relationship between motivation competence and growth of micro and small enterprises in Nairobi County show that entrepreneurial motivation competence explained 29.9% of the variation in growth of micro and small enterprises in Nairobi County other factors held constant.

Unique Contribution to Theory, Practice and Policy: The Theory that underpinned the study was entrepreneurial competency theory. This study recommended that micro and small enterprises should have a strong mission and vision that is shared with all employees. This will help to create a shared sense of purpose and ensure that everyone is working towards the same goal. Investing in training and development will help to increase employee motivation.

Keywords: *Entrepreneurial, Motivation, Competence, Growth of MSEs, Nairobi County*

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INTRODUCTION

During the second half of the 20th century, the micro and small enterprise (MSE) played an increasingly important role in the implementation of technological innovations (Muturi, 2015). Globally, half of the world's workforce and over half the world's Gross Domestic Product (GDP) are contributed by MSEs.

According to Buckley & Casson, (2017) entrepreneurial management competency is an effective approach towards solving the problems of decreased productivity, labour cost and consequent rise in unit costs. Entrepreneurial management provides opportunities to achieve competitive advantage in an intermediate to long-term time frame.

The component of entrepreneurial management in this study is entrepreneurial motivation competence. Entrepreneurial innovation competence describes the characteristic of entrepreneurial actions to anticipate future opportunities, both in terms of products and in terms of markets and consumer demand (Ferreira, Coelho & Moutinho, 2020).

Entrepreneurial motivation competence refers to the management adopted ways of engaging with its employees or competitors. Entrepreneurial training competence refers to the impacted ideas or skills for independent action of an individual or a team in achieving the set goals (Christopher, 2015). On the other hand, entrepreneurial marketing competence relates to the types of marketing strategies for products or services a company has introduced to the market (Greiling, 2015). Entrepreneurial marketing leads to change in marketing strategies to maximize on untapped markets. Despite numerous methodologies having been proposed, MSEs in Kenya still fail to effectively adopt entrepreneurial management competencies and skills in order to enhance their business growth (Ndururi, Mukulu & Omwenga, 2019).

Globally all firms, including microenterprises, are established to achieve certain goals. Enterprise growth is therefore defined as a firm's ability to achieve planned goals as measured against its intended outputs and encompasses outcomes related to financial growth, market growth and shareholder return (Taouab & Issor, 2019). MSE growth may be measured using objective, subjective, or operational measures (Wach, Stephan & Gorgievski, 2016). Pilat and Wolf (2015) suggest the goal approach as a composite measure of Enterprise growth. The goal approach measures growth using financial (objective) and non-financial (subjective) measures. Financial indicators include profitability indicators such as return on asset (ROA), return on investment (ROI), return on equity (ROE), return on sales (ROS), market share, and operational efficiency. Non-financial measures include job satisfaction, organizational commitment, employee turnover and entrepreneur satisfaction (Khalaf, Hmoud & Obeidat, 2019).

Measuring the growth of microenterprises in developing countries in Africa is challenging because small firms often consider financial growth measures to be confidential, and guard them from public scrutiny (Greiling, 2015). Collecting growth information from privately owned MSEs is often difficult due to a lack of historical information and accessibility and even when it is obtained it is often imperfect (Siebert, 2013). Due to these challenges, researchers often evaluate business enterprise growth of MSEs using general subjective measures that can reflect more-specific objective measures (Sabana, 2014). Therefore, most research studies such as Christopher (2015) and Greiling (2015) have developed the use of a five-point Likert scale which measures sales growth and profitability growth as financial growth measures. A similar technique is used by Polit and Beck (2014). This approach is implemented as it avoids the

direct approach of asking for sales or profitability figures but infers the growth indirectly, through the responses on the level of satisfaction with sales and profitability growth of the firm.

Many scholars and policy makers agree on the important role of MSEs in economic growth. However, in Kenya MSEs face high mortality rate. KNBS, (2020) reported that 2.2 million businesses majority of them being MSEs have closed down. The reports further indicated that 75% of the MSEs do not live past their third birthday which imply that many enterprises collapse in their first three years of operation. Mukulu & Marima, (2017), in their study reported that MSEs have not been able to become competitive over the past 15 years and their contribution to the economy has stagnated at 17%. This poor growth of MSEs denies the government necessary revenue through lost taxes, results to loss of capital of the owners and also kills job opportunities amidst increasing joblessness among young people in Kenya. For Kenya to achieve the much anticipated economic prosperity, the challenges of growth of the MSEs must be addressed.

The mechanism of the business management is inter-linked and all crucial to dynamics of MSE business venture (Florida, Mellander & King, 2015). Big businesses rely on specialists' knowledge which small businesses, usually cannot afford. As a result, small business owners perform most of these functions. MSEs do not have all the necessary competencies to carry out the wide range of activities and the situation becomes worse in a globalized context, where most businesses have to internationalize their business operations and have to deal with intensified competition (Greiling, 2015). On the other hand, the internal factors that inhibit the growth of MSEs include inadequate managerial and technical skills to influence their innovative capacity, lack of proper entrepreneurial training, lack of motivation and poor marketing strategies.

However, little has been done on influence of entrepreneurial management competencies, that is Motivation, on growth of micro and small enterprise in Nairobi County hence there is a conceptual gap the current study intends to address.

Elena, (2012) posits that performance is a subjective and multifaceted phenomenon. Quoting Bourguignon (1997) who defined performance as reflecting the accomplishment of organizational objectives which represents what contributes to optimizing the value-cost couple and not only what contributes to diminishing the cost or raising the value which on the long run keeps the competition at a distance through a strong motivation of all the members of the organization. Performance can also be defined as a state of competitiveness of the economic entity, reached through an efficiency and productivity level, which ensures its durability on the market (Elena, 2012).

the direction, intensity and persistence of his/her voluntary behaviour as an entrepreneur. So, to say, a motivational entrepreneur will be willing to exert a particular level of effort (intensity) for a certain period of time (persistence) towards a particular goal (direction). Motivation is also a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or an incentive.

To survive and be profitable in the highly challenging and competitive global market economy, all the factors of Production, that is, machines, materials and labour, – should be managed in the best way possible. Among the factors of production, the human resource constitutes the biggest challenge because unlike other inputs employee management calls for skillful handling of thoughts, feelings and emotions to achieve highest productivity (Sabir, 2017). High productivity is a long-term benefit of employee motivation. Motivation occupies an important place and position in the whole management process. This technique can be used fruitfully for encouraging workers to make positive contribution for achieving organizational objectives. One of the most important functions of management is to create enthusiasm amongst the employees to execute in the best of their abilities. The process of motivation consists of 3 stages: a) A felt need or obligation, b) An incentive in which needs have to be aroused and c) When needs are satisfied, the goals are achieved.

Sometimes employers fail to understand the importance of motivation in accomplishing their mission and vision. Even when they understand the significance of motivation, they lack the skill, knowledge and competence to provide a work environment that fosters employee motivation. Motivation is useful in all aspects of life and even in our family life. The same is the case with business. This clearly suggests that motivation is extremely important and it is an integral part of management process itself (Sabir, 2017).

METHODOLOGY

The study adopted a descriptive survey design. There were 1,236,907 operating businesses categorized as MSEs in Nairobi County by the year 2020 (KNBS, 2020). To select the MSE in all the regions in Nairobi County, cluster sampling techniques was employed, first to identify the various MSEs and clusters relevant to this study. Seventeen clusters have been identified according to where they are located. 384 respondents formed the study sample. The selection of the sample from each cluster of the study was through simple random sampling. The study used a questionnaire to collect primary data, which was then analysed using Statistical Package for Social Sciences (SPSS version 23). Data analysis was done using descriptive statistics, Pearson correlation coefficient and multiple regression analysis.

FINDINGS

The results presented in Table 1 show that the study had a response rate of 77% (296 out of 384) which was considered to be high according to Shelley & Horner, (2021). Response rate is a key indicator of the quality of a study. It measures the proportion of individuals who respond to a survey or other research study, and it is an important measure of the reliability and validity of the results. A low response rate can lead to a biased sample and inaccurate results, while a high response rate ensures that the sample is representative of the population and that the results are more likely to be accurate. Thus, response rate is an important measure of the quality of a study and should be taken into consideration when evaluating the results of a study.

Table 1: Response Rate

	Frequency	Percent (%)
Returned Questionnaires	296	77%
Unreturned Questionnaires	88	23%
Total	384	100

Descriptive Results for Entrepreneurial Motivation Competence

The study further assesses how respondents responded to statements used to measure Entrepreneurial motivation competence. The study used percentage, means and standard deviation in analysis of descriptive analysis.

Table 2: Descriptive Results for Entrepreneurial Motivation Competence

Statement	SD	D	N	A	SA	Mean	Std Dev
Motivation is a needs-satisfying process and as needs are satisfied, the person will put more effort in attaining organizational goals	2.2%	4.4%	1.9%	46.7%	44.8%	4.27	0.88
Responsibility of workers produces job satisfaction, hence more production	2.2%	2.2%	3.5%	40.0%	52.1%	4.37	0.84
Advancement of employees produces more job satisfaction, hence more production	2.9%	4.1%	3.2%	42.2%	47.6%	4.28	0.93
Employee satisfaction is a factor in employee motivation and achievement and are associated with high production	3.8%	3.2%	2.9%	46.7%	43.5%	4.23	0.94
Respect and recognition are associated with high production	3.8%	3.5%	4.4%	43.5%	44.8%	4.22	0.96
Growth achievement and positive employee confidence are important if organisational goals are to be met	4.4%	3.8%	4.1%	48.6%	39.0%	4.14	0.98
Improved performance is associated with satisfaction of 'need for money' factor in the organization	3.8%	3.8%	2.2%	43.5%	46.7%	4.25	0.96
The employee's efforts which lead to better performance lead to more personal rewards	4.1%	3.8%	4.1%	42.2%	45.7%	4.22	0.99
Achievements of organization goals are dependent on incentives in which employee needs are satisfied	3.8%	2.5%	6.7%	46.3%	40.6%	4.17	0.94
When the work is properly designed and the worker properly recognized and rewarded for his accomplishments, self-esteem and self-actualization are met	4.1%	3.8%	2.2%	45.7%	44.1%	4.22	0.97
Team work and collaboration are part of measures to achieve organizational goals	3.5%	5.1%	4.1%	39.0%	48.3%	4.23	0.99
Motivated employee under good working conditions is a productive employee	3.5%	2.5%	5.4%	45.4%	43.2%	4.22	0.92
Aggregate Mean score						4.24	0.94

SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree and SA-Strongly Agree

The results presented in Table 2 indicates that respondents agreed and strongly agreed with statement used in measuring entrepreneurial motivation competence. The findings implied that entrepreneurial motivation competence is critical in enhancing growth of micro and small

enterprises. Motivation and competence can have a significant impact on the growth of micro and small enterprises. Motivation is a powerful tool to help entrepreneurs take action and make progress towards their goals. It enables entrepreneurs to focus on their goals and take steps to achieve them. When motivation is combined with competence, it can help entrepreneurs to make informed decisions and take informed steps in order to reach their goals.

The study finding agreed with the findings of Porter and Miller (2013) that found that motivation of MSEs is the single most important factor that affects the increase of productivity because motivation has a significant impact on business growth. The other two factors that closely impact growth gains are investments on both physical and intellectual capital of MSE. Motivation of employees increases total productivity in MSE firms as well as implementation of new working methods that enhance growth.

Similarly, Greif, (2017) noted that motivated employees ensure effective planning functionality that is engraved in teamwork shared with the various players involved in the business operations. This increases accountability and transparency in operations. The planning functionality is required to plan on why, when and where resources will be required and how they will be availed where they will be required. The study further agreed with Varma, (2017) who found that motivation of employees should be oriented as a growth concept. MSEs have adopted motivational factors that are most widely used methodologies for developing a stable framework to support organization’s business process in order to enhance any business production and operations.

Correlation Analysis

The results of correlation analysis presented in Table 3 further show that entrepreneurial motivation competence and growth of micro and small enterprises in Nairobi County had a Pearson’s correlation of $r=0.649$ ($p=0.000$) which was strong, positive and significant. The correlation results implied that entrepreneurial motivation competence had a strong, positive and significant association with growth of micro and small enterprises in Nairobi County. According to these findings enhancing entrepreneurial motivation competence would result to an increase in growth of micro and small enterprises in Nairobi County.

Table 3: Pearson’s Correlation Matrix

		Entrepreneurial Motivation Competence
Entrepreneurial Motivation Competence	Pearson Correlation	1
	Sig. (2-tailed)	
	N	296
Growth of MSEs	Pearson Correlation	0.649**
	Sig. (2-tailed)	0.000
	N	296
** Correlation is significant at the 0.01 level (2-tailed).		

Regression Analysis Results

The results presented in Table 4 show the univariate analysis fitted to test the relationship between entrepreneurial motivation competence and growth of micro and small enterprises in

Nairobi County. The results show that entrepreneurial motivation competence explained 29.9% (R-square=0.299) of the variation in growth of micro and small enterprises in Nairobi County. The results implied that 29.9% variations in growth of micro and small enterprises in Nairobi County could be explained by entrepreneurial motivation competence other factors held constant. The Results of ANOVA (f-statistics=133.743, p=0.000) show that univariate model fitted to test whether entrepreneurial motivation competence significance predicted growth of micro and small enterprises, found it was statistically significant. This further implies that the model had a goodness of fit.

The coefficient of entrepreneurial motivation competence was $\beta=0.639$, with p-value= 0.000. These findings also implied that entrepreneurial motivation competence positively and significantly predicted growth of micro and small enterprises in Nairobi County. The finding confirmed that increasing entrepreneurial motivation competence would result to 0.639 units increase in growth of micro and small enterprises in Nairobi County. According to these findings enhancing entrepreneurial motivation competence would result to an increase in growth of micro and small enterprises in Nairobi County. The study finding agreed with the findings of Porter and Miller (2013) that found that motivation of MSEs is the single most important factor that affects the increase of productivity because motivation has a significant impact on business growth. The other two factors that closely impact growth gains are investments on both physical and intellectual capital of MSE. Motivation of employees increases total productivity in MSE firms as well as implementation of new working methods that enhances growth.

Table 4: Regression for Entrepreneurial Motivation Competence and Growth of MSEs

		B	Std. Error	Beta	t	Sig.
Coefficients	(Constant)	0.606	0.236		2.566	0.011
	Entrepreneurial Motivation Competence	0.639	0.055	0.547	11.565	0.000
ANOVA		Sum of Squares	df	Mean Square	F	Sig.
	Regression	47.138	1	47.138	133.743	.000b
	Residual	110.317	294	0.352		
	Total	157.454	295			
Model Summary	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	.547a	0.299	0.297	0.59367		

a. Dependent Variable: Growth of MSEs

b. Predictors: (Constant), Entrepreneurial Motivation Competence

Test of Hypothesis

The study relied on the results of univariate regression analysis presented in Table 4 above to carry out hypothesis testing. The hypothesis was tested at the level of significance of 0.05, where the null hypotheses was rejected when the coefficient had a p-value of less than 0.05.

H_{A2}: Entrepreneurial motivation competence influences growth of micro and small enterprise in Nairobi County

The study sought to test whether entrepreneurial motivation competence positively influences the growth of micro and small enterprise in Nairobi County. Regression results show that entrepreneurial motivation competence had a coefficient of $\beta=0.639$, $p=0.000$ which revealed a positive and significant relationship between entrepreneurial motivation competence and growth of micro and small enterprise in Nairobi County. The findings showed that a unit increase in entrepreneurial motivation competence would result to an increase of 0.639 units in growth of micro and small enterprise in Nairobi County. The study accepted alternate hypothesis that entrepreneurial motivation competence positively influences the growth of micro and small enterprise in Nairobi County.

The study finding agreed with the findings of Lencho, (2019) that found that motivation of MSEs is the single most important factor that affects the increase of productivity because motivation has a significant impact on business growth. The other two factors that closely impact growth gains are investments on both physical and intellectual capital of MSE. Motivation of employees increases total productivity in MSE firms as well as implementation of new working methods that enhance growth.

Similarly, Nisar, Kumar & Prabhakar, (2019) noted that motivated employees ensure effective planning functionality that is engraved in teamwork shared with the various players involved in the business operations. This increases accountability and transparency in operations. The planning functionality is required to plan on why, when and where resources will be required and how they will be availed where they will be required. The study further agreed with Stephen, Ireneus & Moses, (2019) who found that motivation of employees should be oriented as a growth concept. MSEs have adopted motivational factors that are most widely used methodologies for developing a stable framework to support organization’s business process in order to enhance any business production and operations.

Munene (2020) also found that motivation has a major impact on the growth of micro and small enterprises in Kenya. It is a key factor in the success of any business, as motivated individuals are more likely to be productive and strive to reach their goals. Motivated employees are more likely to be creative, productive, and innovative, which can help a small business become more successful. Additionally, motivation can help to reduce staff turnover, increase morale, and improve overall job satisfaction, which can lead to improved customer service and increased profits. With proper motivation, micro and small enterprises in Kenya can reach their full potential and help to drive the country's economy forward.

Table 5: Summary of Hypothesis Testing

Hypothesis	Results	Remarks
H_{A2} : Entrepreneurial Motivation competence has a positive influence on the growth of micro and small enterprise in Nairobi County	$\beta=0.639$, $p=0.000$	Accept H _{A2}

CONCLUSIONS, RESEARCH GAPS AND RECOMMENDATIONS

Conclusions

The positive influence of motivation competence on the growth of micro and small enterprises cannot be overemphasized. Motivation acts as a source of inspiration to entrepreneurs, providing the ambition to strive for success and reach their goals, while competence lets them

know how to go about achieving those goals. With the right combination of both, entrepreneurs can use their skills, abilities, and resources to create new opportunities and tap into markets that were previously inaccessible. As a result, the growth of micro and small enterprises is likely to be accelerated, leading to increased economic activity, job creation, and general prosperity.

Research Gap

The results of positive influence of motivation competence on the growth of micro and small enterprises acts as a source of inspiration to entrepreneurs that provide the ambition to strive for success and reach their goals. These results fill in the missing link between motivation and business.

Recommendations

This study recommended that every micro and small enterprise should have a strong mission and vision that is shared with all employees. This will help to create a shared sense of purpose and ensure that everyone is working towards the same goal. Micro and small enterprises should invest in employee development as it is essential for any micro or small enterprise. Investing in training and development will help to increase motivation. Finally, MSEs should create an open and collaborative culture where employees feel comfortable expressing their ideas and opinions.

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