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Influence of the Need for Achievement on the Growth of Micro and Small Enterprises in Bomet County, Kenya

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Abstract:

Kenya had over 7.4 million MSMEs in operation in 2016 as per statistics prepared by Kenya National Bureau of statistics. The same report stated that during the same period there was high mortality rate of MSMEs with about 2.2 million businesses being closed over the last five years as per 2016 statistics on MSMEs. The high mortality rate and stunted growth trajectory of MSMEs in Kenya was blamed on shortage of operating funds, increased operating expenses, declining income, losses incurred from the businesses and other personal issues as per the same data. There is an ongoing argument if the need for achievement of business owner or manager can be related to the growth and survival of the business. The need for achievement of entrepreneurs might be affecting the growth of enterprises as need for achievement of an entrepreneur differ from the characteristics of a non-entrepreneur. Some researchers have defined success in terms of enterprise turnover, sustainability and growth. There are other researchers who have observed that the entrepreneurial characteristics and personal traits are indicators of success. The overall research problem to be addressed in this study is that there are other factors influencing high mortality rate and stunted growth of MSMEs in Kenya and especially Bomet County apart from the overused hindrance of finance and markets. This study will therefore investigate the influence of need for achievement on the growth of micro and small enterprises in Bomet County. The target population was micro and small enterprises in Bomet County which were 14,574 in number in 2016. The unit of observations were the managers and owners of these enterprises. The unit of analysis are the micro and small enterprises in Bomet County and their growth over the last five years. The study used stratified sampling technique to pick the respondents from the manufacturing, trade and services strata of micro and small enterprises. The sample size was 384 micro and small enterprises. Data was collected using questionnaire. Data collection was done by administering the instrument to the owners or managers of the enterprises. The data was processed using the computer software. Multiple regressions model was used to establish the relationship between the entrepreneurs' need for achievement and growth of enterprises. The key findings were that need for achievement influences the growth of enterprises in Bomet County, Kenya. The major recommendation of the study is that there is need for the key players in the MSMEs to build the entrepreneurial characteristics especially the need for achievement of the owners and managers through training. It is also the recommendation of this study that it is not everybody who can become an entrepreneur. Methodology and resources should be available to identify the potential entrepreneurs. It is only after identification that the required resources and other capital can be available to them.

Keywords: The need for achievement, enterprise growth, micro and small enterprises

1. Introduction

According to Kerr, Kerr, and Xu (2017), the personality traits studies of entrepreneurs took off in the mid-20th century, with the unifying approaches from economics, psychology, and sociology and business management to answer the questions: Who is an entrepreneur? What drives them? What traits define them? (Kerr, Kerr, & Xu, 2017). There has been a resurgence fascination with the noticeable rise of public and intellectual interest with startup culture of entrepreneurs in the 21st century. This has resulted in the interest in the entrepreneurial personality literature. There is a resurgence and convergence toward an increasingly consistent set of theoretical frameworks, with meaningful insights toward innovation policy and business education. There is a disagreement on what characteristics great entrepreneurs need to have in order to succeed (Najim, Aboyasin, & Ajloni, 2014). It is clear that entrepreneur characteristics are many and diverse. These differences in opinion indicates the vitality and importance of entrepreneurship and the studies done on the subject to date. In the recent studies the researchers adopted three groups of characteristics. They are personal, entrepreneurial

(innovative) and managerial and organisational (Najim, Aboyasin, & Ajloni, 2014). This study concentrated on personal characteristics.

According to Ogbor (2009), the research on entrepreneurship in Africa has linked several personality traits or characteristics of entrepreneurs to entrepreneurial success in Africa. The debate has continued as to whether psychological variables, social-demographics factors or external factors are the best determinants of entrepreneurial behavior and performance in sub-Saharan Africa. The individual characteristics are not sufficient to explain the nature of entrepreneurial success or failure; institutional factors can play a part (Baume, 1996).

Psychological variables exhibited by micro business owners in Tanzania, Uganda, Zambia, Zimbabwe and South Africa such as personal initiative, innovativeness, entrepreneurial orientation and autonomy differentiated successful from less successful entrepreneurs (Frese, 2000). The argument of these studies were that actions of the entrepreneur influenced by his or her personal attributes explains the differences in reaction to the environment and therefore the conclusion was that psychological variables are important to micro business firms (Ogbor, 2009). As per Hofstede, Noorderhaven, Thurik, Uhlaner, Wennekers and Wildeman (2004), entrepreneurs, self-employed and businessmen are often used as synonyms. The management and economic literature state that entrepreneurship can be perceived as a behavioural characteristic related to perceiving and creating new economic opportunities.

Entrepreneurial orientation consisting of innovation, risk taking propensity, autonomy and competitive advantage role can affect the performance of enterprises as measured by the increase in market share and cash flow stability (Mwaura, 2015). Entrepreneurial characteristics consisting of personality traits such as locus of control and high need for achievement could affect the performance of the Kindergartens owners/managers in Kenya (Gathaiya, 2015).

A (Kenya National Bureau of statistics (KNBS), 2016) survey found out that there were approximately 1,560,000 MSMEs approved by the county governments whereas the ones which were not licensed were 5,850,000 in number. Most of these MSMEs can be found in the service segment, working in retail and wholesale trade, motor vehicle and motor cycles repairing. Other enterprises were carrying out food service and accommodation activities. Retail and wholesale trade, motor vehicle and motorcycles repairs resulted in at least a half of licensed and unlicensed businesses (KNBS, 2016).

1.1. Micro and Small Enterprises in Bomet County, Kenya

According to (KNBS, 2016), Bomet County in 2016 had 14,000 licensed MSEs of which 95.9% were micro enterprises translating to 13, 426 establishments and 4.1% being small enterprises translating to 574 enterprises. There were no medium sized enterprises in Bomet County at the time of the survey (KNBS, 2016). The county had 156, 000 unlicensed establishments. Like the rest of the country majority of MSMEs in Bomet County indulged in the service sector, with most running retail and wholesale trade, motor cycles and motor vehicles repairs followed by food service and accommodation activities and other service activities. Manufacturing sector consisting of water bottling plants, maize milling, bakeries and livestock feeds mixing (KNBS, 2016).

The new constitutional dispensation in Kenya promulgated in 2010 resulted in the creation of County Governments whose role was to promote, facilitate and promote trade in their jurisdictions amongst other devolved functions. This was further strengthened by the institutional framework proposed under the new SMEs Act 2012 to promote and implement capacity building of SMEs sector that can lead to further evolution and success of SMEs in Kenya, if properly implemented (Ong'olo & Odhiambo, 2013).

Despite the existence of various programs, only a few micro and small enterprises have managed to grow and expand. The majority have declined, remained stagnant or even collapsed within their first three years of operations (KNBS, 2016). In 2016 Kenya had over 7.4 million MSMEs in operation. It was observed that during the same period there was high mortality rate of MSMEs with about 2.2 million businesses being closed over the five years (KNBS 2016)

2. Objectives/Purpose of the Study

The County Government of Bomet embarked on MSEs Promotion and capacity building initiatives which have been implemented as per the county intergraded plans (Bomet, 2013). Despite these interventions the MSEs Population in Bomet County is stagnating (Bomet County, 2017). The MSEs population in Bomet County were 10717, 10932, 11151, 11652 and 14574 in the year 2011, 2012, 2013, 2014 and 2015 respectively (Bomet, 2013). There is need therefore to understand the factors causing the high mortality rate of MSMEs in the County. It is against this background that the current study seeks to investigate the influence of the need for achievement on the growth of micro and small enterprises in Bomet County, Kenya.

3. Methodology

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 phenomena 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).

The descriptive research design was considered appropriate for this study because the objective of the study is to investigate the influence of entrepreneurial characteristics for example the need for achievement on the growth of micro and small enterprises. Entrepreneurial characteristics will be described as it is at the time of data capture and will be the current status. The respondents' characteristics will be documented and studied in the field without manipulation.

Kothari (2004) explains that sampling is the procedure of selecting a representative of the total population as much as possible to produce miniature (small) cross section. Stratified random sampling techniques was used to draw sample from each strata consisting of micro and small enterprises in Bomet County. Simple random sampling was performed within the each stratum until the sample size was arrived at as indicated on the sampling frame.

The study derived micro and small enterprises strata from 2016 Bomet County licensing office records. Stratified sampling was used to pick samples from each of the stratum. Managers or owners of the establishment were the respondents for this study.

Stratum	Stratum Population (Ni)	Sample Size (ni)
Manufacturing	729	19
Trade	10,202	269
Services	3,643	96
Total	14,574	384

Table 1: Sample Size: Micro and Small Enterprises in Bomet County

Source: Bomet County Licensing Office (2016)

According to Mugenda (2003) research instruments are used to collect the necessary information. In social science the most commonly used instruments are questionnaires, interview schedules, observation forms and standardized tests. 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.

A pilot study was undertaken to pre-test data collection instrument for validity and reliability. According (Orodho, 2003) a pilot study is necessary for testing the reliability of data collection instruments. Pilot testing was done on the research tool so as to take note of any ambiguity so as to refine the research instruments. The study administered a set of 38 questionnaires for pilot study so as to appraise the questionnaire appropriateness and to be able to estimate the time required for the study. Reliability analysis was done using Cronbach's Alpha and according to Gliem and Gliem (2003) acceptable reliability is at threshold value of 0.7, thus forming a benchmark for the study. The findings were that the need for achievement as at an alpha of 0.911, which was above the threshold of 0.7. Validity is the accuracy and meaningfulness of inferences, which are based on research results. It is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study (Mugenda, 2003). The researcher went through the questionnaire to assess whether each measurement question in the questionnaire was essential, useful but not essential or not necessary, as recommended by (Saunders, Lewis, Thornhill (2012).

4. Result/Findings

The study targeted 384 micro and small enterprises in the five sub-counties of Bomet County. The respondents consisted of managers or owners of these enterprises who were assumed to possess entrepreneurial characteristics which influence the direction of the enterprise. The respondents were stratified along the enterprises' type of activities. That is manufacturing, trade and services. All randomly identified respondents were issued with questionnaires. The researcher was able to receive back 325 questionnaires having been dully filled. This translated to a return rate of 84.6% as presented in Table 2. According to Mugenda and Mugenda (2008), a response rate of 50% is adequate; a rate of 60% is good and a response rate of 70% and over is excellent. Hence the response rate in this study was excellent.

4.1. Univariate Analysis-The Need for Achievement

Respondents were requested to indicate the extent to which they agreed with various statements regarding the need for Achievement using a 5-point Likert scale. The results were as presented in Table 4.12. Means and standard deviations were used to discuss the findings.

	N	Min.	Max.	Mean	Std. Deviation
I have a strong desire to be a success in the things I set out to do.	325	1.00	5.00	4.5631	.68484
The thought of succeeding is Pleasurable.	325	1.00	5.00	4.5292	.75148
I feel that my present work is meaningful.	325	1.00	5.00	4.4985	.84117
When engaged in business activities, I try to strive for excellence.	325	1.00	5.00	4.4923	.72697
I carefully plan my business activities.	325	1.00	5.00	4.4585	.80256
Despite the uncertainty of the future, it pays to make plans.	325	1.00	5.00	4.4092	.87942
I set goals for my lifetime.	325	1.00	5.00	4.4000	.86424
When working on an business activity, I like to see that plans are followed through efficiently	325	1.00	5.00	4.3692	.83091
I try to follow the rule: Business before pleasure.	325	1.00	5.00	4.3446	.90165

	N	Min.	Max.	Mean	Std. Deviation
While working on a task, I think of how it will feel when and if the task is successfully completed.	325	1.00	5.00	4.3046	.88339
I enjoy competitive business activities.	325	1.00	5.00	4.2708	.88571
I have a tendency not to give up easily when confronted with a difficult problem.	325	1.00	5.00	4.2708	1.07464
When proceeding with a difficult task, I think of all the resources that may be available to me in order to accomplish the task.	325	1.00	5.00	4.2677	.95211
I like to know how I am performing when working on a task.	325	1.00	5.00	4.2646	.85930
In most projects, I would rather take personal responsibility for completion than be only a contributor.	325	1.00	5.00	4.2523	.91845
I am active in my business community affairs.	325	1.00	5.00	4.2277	.90122
I finish things that I start.	325	1.00	5.00	4.2000	.95904
Our family actively plays and works together in business.	325	1.00	5.00	4.1477	1.17708
I would rather work with an expert in the field than with a friend or someone I know.	325	1.00	5.00	4.1292	1.07808
I can keep my mind on a task for a long period of time.	325	1.00	5.00	4.0677	1.14195
Planning activities in advance doesn't take the fun out of life.	325	1.00	5.00	4.0092	1.14257
The thought of losing is painful	325	1.00	5.00	4.0062	1.16002
When involved in a task, I sometimes think of how I may feel if I fail.	325	1.00	5.00	3.8923	1.22881
Aggregate Score				4.2772	0.9411

Table 2: The need for Achievement

From the findings presented in Table 4.13, 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. Specifically, the respondents agreed to a very large extent that: they have a strong desire to be a success in the things they set out to do (M=4.5631, SD=0.6848); the thought of succeeding is pleasurable (M=4.5292, SD=0.7514); that they feel that their present work is meaningful (M=4.4985, SD=0.8412); when engaged in business activities, they try to strive for excellence (M=4.4923, SD=0.7269); and they carefully plan their business activities (M=4.4585, SD=0.8026).

The findings also established that respondents agreed to a large extent that: despite the uncertainty of the future, it pays to make plans (M=4.4092, SD=0.8792); they set goals for their lifetime (M=4.4000, SD=0.8642); when working on an business activity, they like to see that plans are followed through efficiently (M=4.3692, SD=0.8309); and that they try to follow the rule: Business before pleasure (M=4.3446, SD=0.9016). Further, they agreed to a large extent that while working on a task, they think of how it will feel when and if the task is successfully completed (M=4.3046, SD=0.8833); they enjoy competitive business activities (M=4.2708, SD=0.8857); when proceeding with a difficult task, they think of all the resources that may be available to them in order to accomplish the task (M=4.2677, SD=0.9521); they like to know how they are performing when working on a task (M=4.2646, SD=0.8593); in most projects, they would rather take personal responsibility for completion than be only a contributor (M=4.2523, SD=0.9184); they have a tendency not to give up easily when confronted with a difficult problem (M=4.2546, SD=1.0837);

In addition, they are active in their business community affairs (M=4.2277, SD=0.9012); they finish things that they start (M=4.2000, SD=0.9590); their family actively plays and works together in business (M=4.1477, SD=1.1771); they would rather work with an expert in the field than with a friend or someone they know (M=4.1292, SD=1.0781); planning activities in advance doesn't take the fun out of life (M=4.0092, SD=1.1425); they can keep their mind on a task for a long period of time (M=4.0677, SD=1.1419); the thought of losing is painful (M=4.0062, SD=1.1600); and that when involved in a task, they sometimes think of how they may feel if they fail (M=3.8923, SD=1.2288).

The univariate analysis of the need of achievement as a characteristics of an entrepreneur was confirmed at a mean of 4.2. The respondents agreed to moderate extent, 3.5-4.4. The standard deviation was 0.9411, which was less than 2 suggesting that the respondents had similar responses.

Therefore the need for achievement as a characteristics of an entrepreneur confirmed previous studies. McClelland (1961) researched the achievement behaviors of entrepreneurs, and related findings to economic development. McClelland concluded that levels of achievement motivation exhibited by leaders in business have a direct effect on the economic growth of a nation. Shaver and Scott's 1991 review of the literature indicated that overall, achievement motivation is a valid predictor of entrepreneurial behavior (Shaver&Scott, 1991). Johnson (1990) specifically

examined the results of studies attempting to link achievement motivation and entrepreneurship. Like Shaver and Scott, Johnson found that of twenty-three studies that he examined, twenty of these studies found a positive relationship between achievement motivation and entrepreneurship.

4.2. Bivariate Analysis- The Need for Achievement and the Growth Enterprises

Bivariate methodology looks at a dependent variable and attempts to examine the relationship with the independent variable (Crawford, 1989). Based on the statement that the need for achievement involves the hope of success in the business and the fear of failure, respondents were asked to indicate their opinion on whether their need for achievement can influence the growth of their enterprise.

Based on the statement that the need for achievement involves the hope of success in the business and the fear of failure, respondents were asked to indicate their opinion on whether their need for achievement can influence the growth of their enterprise. The findings were as presented in Table 3.

	Frequency	Percent
Yes	314	96.6
No	11	3.4
Total	325	100.0

Table 3: Whether Need for Achievement can Influence the Growth Enterprises

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 are presented in Table 4.

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

Table 4: Extent of the Influence of Need for Achievement on Growth of Enterprises

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.

The relationship between the need for achievement and the growth of enterprise was determined by fitting a scatter plot. A scatterplot shows the relationship between two quantitative variables measured for the same individuals. The values of one variable appear on the horizontal axis, and the values of the other variable appear on the vertical axis. Each individual in the data appears as a point on the graph (Moore, Notz & Flinger (2013). The researcher plotted a scatter plot between the two variables, the need for achievement and growth of enterprises (dependent variable). The results were as presented in Figure 1.

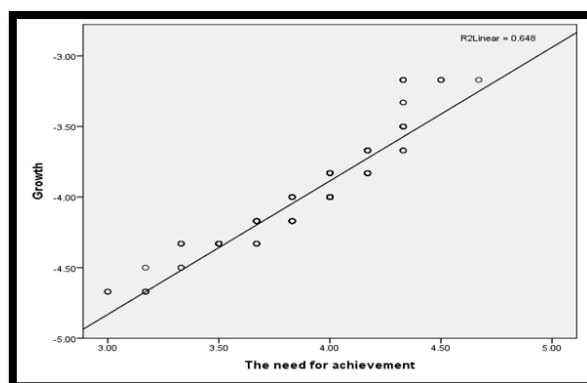


Figure 1: Scatter Plot for the Need of Achievement and Growth of Enterprises

The findings show that there was a positive relationship between the need for achievement and enterprise growth and the relationship was linear.

The study further sought the opinion of respondents on ways to improve need for achievement. There are several ways that were suggested, they include acquisition of appropriate resources, allocating more time to the business, being hard working because successful achievement does not come for you, you have to look for it, being creative and productive, being committed, dedicated, trustworthy and timely work performance, cooperating with customers and being customer oriented. There is also need to empower and encourage small scale enterprises. Also, provision of loans can help enhance performance through creation of opportunities for expansion and growth. 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, regular training and motivational forums, seeking experts opinion and financial support are other ways of enhancing need for achievement among enterprises.

4.3. Statistical Modeling

Data used in this section was continuous for all the variables as a result of computing the total scores of all the indicators of each variable. Computation was possible since the data collected from the indicators were in ordinal scale. This section attempts to answer the research question through regression analysis.

4.3.1. The Need for Achievement and Growth of Enterprise

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.

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

Table 5: Model Summary

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. The results were presented in the Table 6 discussed below.

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			

Table 6: ANOVA

a. Dependent Variable: Growth

b. Predictors: (Constant), the Need for Achievement

The researcher 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. The study further established that the f-calculated value (595.289) was greater than the f-critical value (3.870). 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.

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

Table 7: Coefficients

a. Dependent Variable: Growth

The model structure was $Y = \beta_1 + \beta_2 X_1 + \varepsilon$ 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;
 $Y = 0.338 + 0.8915X_1 + \varepsilon$

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.

4.3.2. Hypothesis Testing

- H_0 : The need for achievement does not influence the growth of micro and small enterprises in Bomet County Kenya. This was the hypothesis to be tested in this study.

The above mentioned null hypothesis that the need for achievement does not influence the growth of micro and small enterprises in Bomet County Kenya was rejected. This is because the p-value 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.

4.4. Discussions

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 study that the need for achievement is a characteristics 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.

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 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 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.

5. 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.

6. Areas for Further Research

The purpose for this study was to explore and examine how the need for achievement influences the growth of micro and small enterprises in Bomet County, Kenya. The study was limited to micro and small enterprises, the study therefore recommends a study to be conducted among other enterprises-medium and large, to facilitate comparison and generalization of the research findings. The study was conducted in Bomet County; therefore, there is need for other studies to be conducted in other counties within the country to facilitate generalization of the research findings. The study recommends further research to be conducted on the influence of the need for achievement on the enterprise performance (efficiency) aspect of the enterprises as this study was concern with growth (effectiveness) only. There is also need to study if the need for achievement influences the motivation of the entrepreneurs to start the business.

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