



RESEARCH ARTICLE

STREET-BASED ENTERPRISE GRADUATION: A COMPARATIVE STUDY OF ELDORET AND NAKURU MUNICIPALITIES, KENYA

\*Nassiuma B.K<sup>1</sup>, Kibas P.B<sup>2</sup>, Otuya W.L<sup>3</sup>, Sergon D<sup>4</sup>, L. Mauyo<sup>5</sup>

<sup>1</sup>Department of Entrepreneurial Studies, Moi University. P.O Box 5497-30100 Eldoret

<sup>2</sup>Professor of Entrepreneurship & Management, Kabarak University. P.O Private Bag Kabarak

<sup>3</sup>Department of Business Management, Masinde Muliro University of Science and Technology, P.O Box 190-50100, Kakamega-Kenya

<sup>4</sup>Department of Entrepreneurial Studies, Moi University. P.O Box 5497-30100 Eldoret

<sup>5</sup>Department of Economics Masinde Muliro University of Science and Technology P.O Box 190-50100, Kakamega-Kenya

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ABSTRACT

Street-based enterprises (SBEs) constitute the lowest ebb in the enterprise continuum in Kenya. This study aimed at examining the factors that influence SBE graduation in the enterprise continuum. The objectives of this study were to examine the factors which motivated the street-based enterprises to assess the performance of SBEs, to examine the factors that contributed to the graduation of SBEs into the micro enterprise sector and to assess the level of satisfaction in the graduation status as compared to the previous status. This study was based on a comparative survey research. Individual elements were selected using simple random sampling and the Sample size determination was based on Saunders et al. method. Data analysis was based on frequencies and Pairwise matrix ranking. The key findings show that SBEs had a major impact on employment generation and provision of goods and services in the two municipalities. The support and regulatory agencies observed that skills development was vital in the graduation. Family relations played a major role at the start-up stage in both municipalities. The pre-requisite to graduation was capital and business management skills development. The other factors that influenced (SBEs), graduation were frustration in SBEs in Eldoret and best alternative to a living while in Nakuru need to control own life, personal fulfillment and to acquire more income. Satisfaction level in graduated status in Eldoret was moderate to low while in Nakuru was moderate to high. SBE graduation should be supported to enhance to support the graduation

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INTRODUCTION

The theory of investment suggests that the return on investment is influenced by a number of factors such as availability of finance, characteristics of the entrepreneur and the business environment. These factors determine the dynamics of enterprise transformation. According to Harvey (1977) the characteristics of the entrepreneur such as age, education, gender, experience, and motivation had a significant effect on the graduation of enterprises. This scenario could thus be relevant in the street-based enterprises operations. Lack of graduation could be caused by deficiency in relevant business management skills or inadequacy in the intervention [12]. The visible and relentless effort by state agents to streamline the operations of street-based enterprises (SBEs) in Eldoret and Nakuru municipality without providing the required support for either growth or graduation complicates the entire scenario for this category of enterprises. Some of the constraints that could hinder enterprise growth

according to this theory are managerial ability, uncertainty, risk and the market ([14]. Lack of alternative sources of income, better prospects in the self-employment, and better incomes in self-employment constituted some of the factors that motivated people to venture into entrepreneurship (CBS *et al.*, [2]. In addition, to the observations of CBS *et al.*, [2] Blancheflower and Oswald [15] suggests that entrepreneurs are happier than employees. The socioeconomic factors, access to resources, justification for going into business could have enormously contributed to the poor performance of enterprises thus affecting enterprise graduation [5]. The level of focus and entrepreneurial orientation of entrepreneurs could equally influence the perception and value given to street-based enterprises as a source of employment. Some entrepreneurs take enterprise operation as a waiting opportunity hence put little effort in its effective performance and graduation in the enterprise continuum. There are a number of factors that need to be addressed in order for SBEs to graduate. Hence, it is in the interest of all stakeholders that street-based enterprises graduate to the formal micro and small enterprises status in order to stem their proliferation in Kenya.

\*Corresponding author: bnassiuma@yahoo.com

An examination of the factors that should be addressed included the perception of the SBEs themselves, the support and regulatory agencies, and the graduated street-based enterprises.

## MATERIALS AND METHODS

This study was conducted in Nakuru and Eldoret as defined by their respective municipality boundaries. The study examined the central business district and the estates of the municipality. The purpose was to obtain a representative assessment of the graduation status of street-based enterprises within the two municipalities. This study was based on a comparative survey research design, given that a survey research design is a common strategy in business and management research. The respondents in the study were the support and regulatory agencies, formal Micro and Small Enterprises and the graduated street-based enterprises. A comparative survey strategy was used in this study because it is perceived to be authoritative and acceptable to the majority of people in general and it is easily understood, and could therefore result in valuable findings if correct procedures are followed (Saunders *et al.*, 2003; Clover *et al.*, [4]; [15]; [15]; [16]. Variables considered in this study to contain potential influence in the street-based enterprise graduation status in Eldoret and Nakuru were; access to capital, access to management skills, a friendly legal and regulatory environment, access to information and access to counseling services. Variables examined under motivating factors were; frustration in SBE, need to control own, personal fulfillment, to acquire more income, best alternative, and to use own skill. The sources of influence to graduate were; self, Brother, Father, Mother, Sister, Uncle and Friend.

The target population for the study comprises four categories totaling 7400 in the 4 categories of the respondents. The sample size for street-based enterprises in Eldoret was 237 while in Nakuru 225. The sample size for the graduated street-based enterprises in Nakuru was 119 while in Eldoret 101. The sample size for formal MSEs was 322 constituting 161 in Nakuru and Eldoret respectively. The sample size for the support and regulatory agencies were 35 in Nakuru and 50 in Eldoret. The individual elements for this study were selected from the sampling frames using probability sampling techniques because representative samples could help in achieving the goals of this study. The sampling method used in this study was stratified systematic sampling. Samples for the study were the support and regulatory agencies, graduated street-based enterprises, micro and small enterprises in formal premises and street-based enterprises. A pilot test was conducted to test the reliability and validity of the data collection instruments. A sample size of 30 respondents was used for statistical analysis which is a useful rule of the thumb for the smallest number in each category (Saunders *et al.*, [11]. A pilot test for this study constituted 30 street-based entrepreneurs, graduated street-based enterprises and formal enterprises respectively while the pilot for support and regulatory agencies was 10 respondents. The pilot testing assisted in refining and revising data collection instruments [1]; [8]. Data collected through pilot study was analyzed and provided insights on the elements in the data collection instruments that needed to be changed. It also provided the estimated period of completing the questionnaires and assisted

in the determination of additional methods for data analysis. Data collection was achieved by use of questionnaires administered by the researcher with the assistance of research assistants. Data in this study was measured on the nominal, ordinal, interval and ratio scales as appropriate. Basing on the data measurement levels appropriate analysis strategies were applied. Data was divided into distinct groups using split- file method. Data was analysed by descriptive and casual analysis [6]). Data in this study was analysed using descriptive statistics, notably frequencies and Pairwise matrix ranking.

## RESULTS AND DISCUSSION

The findings of this study are presented on the basis of the study objectives. First is the examination of the factors that motivated the SBEs to assess the performance of SBEs thirdly, to examine the graduate factors that contributed to the graduation of SBEs into the micro enterprise sector and fourthly, to assess the level of satisfaction in the graduation status as compared to the previous status. The results will firstly, cover the support and regulatory agencies in Eldoret and Nakuru, secondly formal MSEs and lastly the graduated street-based enterprises. The factors considered important and which should be addressed for street-based enterprises to graduate were analyzed on the basis of the support and regulatory agencies and graduated street-based enterprises in Eldoret and Nakuru municipalities. Data obtained from the data collection instruments with respect to Support and regulatory agencies in Eldoret and Nakuru was analyzed by use of Pairwise matrix ranking. The analysis brought out the perception of the support and regulatory agencies on the factors that should be addressed in order for street-based enterprises to graduate as presented in Table 1. The factor ranked first was access to capital, second access to physical infrastructure; third business management skills, friendly legal environment and access to information were ranked while access to counseling services was ranked sixth.

Table 1: Pairwise matrix ranking of factors which should be addressed in order for SBEs to graduate as perceived by support and regulatory agencies in Eldoret and Nakuru

Factor	1	2	3	4	5	6	score	Rank
1. Access to capital		1	4	4	5	5	5	1
2. Management skills			1	2	3	4	2	3
3. Friendly legal environment.				1	2	5	2	3
4. Infrastructure					1	3	4	2
5. Access to information						1	2	3
6. Counseling services							0	6

These findings suggest that the street-based entrepreneurs' needs are essentially resource access or provision based. These results present a combined assessment of the factors that should be addressed for street-based enterprises to graduate to the formal status in the two municipalities. The findings imply that the provision of the required environment for graduation to take place constitutes a major institutional support from the stakeholders involved in the development of street-based enterprises in Kenya. The perception on the capacity development of the entrepreneurs was rated last. Yet this component could be vital in the utilization of the resources. The results on the perception of the formal enterprises on the graduation of street-based enterprises in Eldoret and Nakuru municipalities are presented in Table 2. The results show that capital was ranked first in both Eldoret and Nakuru. Business management skill was ranked second in Eldoret while in Nakuru, it was ranked first. The ranking of the legal and

regulatory environment, access to infrastructure, access to information and counseling services substantially varied in the two municipalities. The results on the perception of the graduated street-based enterprises suggest that capital and business management skills could have play an important role in the graduation process of street-based enterprises in the two municipalities. This implies that capacity development and access to resources was essential in the graduation process of the street-based enterprises. The findings suggest that there is need for a concerted effort by the stakeholders in the sector to support the graduation process of street-based enterprises. The results on the perception of formal MSEs differed with respect to the perception of the support and regulatory agencies with regard to capacity development for the street-based entrepreneurs.

Table 2: Pairwise matrix ranking of support for the graduation of SBEs as perceived by formal enterprises in Eldoret & Nakuru

Type of Support Required	Eldoret						Nakuru							
	1	2	3	4	5	score	Rank	1	2	3	4	5	score	Rank
1. Capital	1	2	3	4	5	score	Rank	1	2	3	4	5	score	Rank
2. Business management skills	1	4	6	4	2	4	1	1	6	4	5	5	4	1
3. Legal & regulatory Environment	3	2	3	1	3	2	2	2	1	3	5	4	1	1
4. Access to infrastructure	1	1	6	3	2	2	2	1	4	1	5	3	2	4
5. Access to information	2	3	3	2	2	2	2	2	2	2	4	2	2	4
6. Counseling services	4	0	6	6	6	6	6	1	3	3	3	3	3	3
	2	2	5	5	5	5	5	1	5	5	5	5	5	5

Pairwise matrix ranking of the perception of graduated street-based enterprises on the factors that should be addressed in order for SBEs to graduate is presented in Table 3. The ranking shows that access to capital was ranked first in Eldoret and Nakuru, followed by business management skills and a friendly legal and regulatory environment, were jointly ranked second in Eldoret while in Nakuru the second in ranking was the legal and regulatory framework. The factors ranked third in Eldoret were access to information and lack of infrastructure while in Nakuru the factors ranked third were business management skills and access to infrastructure. The factor ranked fifth in Nakuru was access to information while counseling services was ranked sixth. The ranking of the factors that are perceived by the stakeholders to contribute to the graduation of SBEs in Eldoret and Nakuru shows that in both Eldoret and Nakuru capital was ranked first, business management skills ranked second in Eldoret while in Nakuru third. The legal and regulatory agencies were ranked second in Eldoret and Nakuru. Access to infrastructure was ranked fourth while in Nakuru was ranked third. Access to information in Eldoret was ranked fourth and fifth in Nakuru. Counseling services was ranked fourth in Eldoret and sixth in Nakuru. The results on the ranking of the various factors necessary for the graduation of street-based enterprises by the three categories of respondents are summarized in Table 4. The mean from the combined results show that capital was ranked first, business management skills second, legal and regulatory environment and access to infrastructure ranked 3<sup>rd</sup>, access to information was ranked 4<sup>th</sup> and counseling was ranked 5<sup>th</sup>. These results suggest a trend that indeed demands action from the stakeholders in the development and promotion of street-based enterprise sector.

### Factors which Motivated Street-based Enterprise Graduation

Factors that motivated street-based entrepreneurs to graduate as perceived by graduated SBEs are shown in Table 5. The results on the factors which motivated street-based enterprises

Table 3: Pairwise matrix ranking of support for the graduation of SBEs as perceived by graduated SBEs in Eldoret and Nakuru

Area of support required	Eldoret						Nakuru							
	1	2	3	4	5	score	Rank	1	2	3	4	5	score	Rank
1. Capital	1	3	4	0	0	5	1	1	5	4	2	3	5	1
2. Business management skills	5	2	0	0	2	2	2	1	1	4	3	2	3	3
3. Legal & regulatory environment	1	1	3	2	2	2	2	2	1	3	4	2	3	2
4. Access to infrastructure	1	2	1	4	4	4	4	3	2	2	3	2	3	3
5. Access to information	1	1	4	4	4	4	4	1	1	4	4	1	5	5
6. Counseling services	0	5	5	5	5	5	5	0	5	5	5	5	5	6

Table 4: Area of Need by Perception of three Categories of Respondents by Rank In Eldoret and Nakuru Municipalities

Area of support required	Graduated SBEs		Formal Enterprises		support and regulatory agencies		Mean
	Eldoret	Nakuru	Eldoret	Nakuru	Eldoret & Nakuru	Eldoret & Nakuru	
1. Capital	1	1	1	1	1	1	1
2. Business management skills	2	3	2	1	3	3	2
3. Legal & regulatory environment	2	2	2	5	3	3	3
4. Access to infrastructure	4	3	2	4	2	2	4
5. Access to information	4	5	6	3	3	3	4
6. Counseling services	5	6	5	5	6	6	5

to graduate indicate that the motives for graduation of the SBEs in the two municipalities were varied. The majority (63%) of the respondents in Eldoret indicated that the main motivating factor was frustration in street-based enterprise operations while in Nakuru this aspect didn't feature among the major aspects. The majority (68%) of the respondents in Nakuru were motivated to graduate because of the need to use own skill followed closely by need to control own life (67%). Frustration could be associated with the hostile legal and regulatory environment and lack of finance and support. These findings support earlier entrepreneurship theories of McClelland and Kets de Varies on the entrepreneurial disposition at start-up and growth. The entrepreneurial perspective seems to be more focused in Nakuru as compared to Eldoret. Yet in Eldoret the street-based entrepreneurs had signed a memorandum of understanding with the Eldoret municipal council. The aspect of frustration in street-based enterprise points to the poetical effects of the consistent violent encounters with Eldoret municipal council askaris'. This raises serious social and economic issues especially where no alternative source of livelihood is available. Sources of Influence to Street-based Entrepreneurs Graduation. The results in Table 6 show the sources of influence to street-based entrepreneur's graduation in Eldoret and Nakuru municipalities combined. The results indicate that the majority (46.6%) of the respondents were not influenced by anybody, followed by influence by a friend (18%), brother (9.5%). The other sources of influence were negligible. The results on the source of influence to street-based enterprise graduation by municipality are shown in Table 6. These results imply that the majority of the graduated street-based entrepreneurs never got any influence to graduate from anybody hence were self-motivated which is an indicator of a strong entrepreneurial disposition. The results in Table 6 present a combined analysis of the factors influencing enterprise graduation in Eldoret and Nakuru municipalities. The results indicate that the majority (46.6%) of the respondents were self motivated at start-up stage in enterprise creation. The second source of influence was the friend and brother in Eldoret and Nakuru municipalities. These results imply that most of the street-based entrepreneurs were driven by the need to achieve as noted by McClelland, (1961[9]).

### Facilitating factors in the graduation process

The facilitating factors in the graduation process include; the sources of personal assistance to street-based enterprise

**Table 5: Factors which Motivated SBEs to Graduate by Frequency and Percentage**

Motivator	Municipality			
	Eldoret		Nakuru	
	Frequency	Percent	Frequency	Percent
Frustration in SBE	96	63	56	37
Need to control own	56	33	115	67
Personal fulfillment	62	35	113	65
To acquire more income	63	36	114	64
Best alternative to	96	50	95	50
To use my skill	42	32	90	68

**Table 6: Street-Based Entrepreneurs Source of Influence to Graduate**

Source of influence	Frequency	Percent
Nobody	103	46.6
Brother	21	9.5
Father	19	8.6
Mother	8	3.6
Sister	14	6.3
Uncle	15	6.8
Friend	40	18.1
Other	1	.5
<b>Total</b>	<b>221</b>	<b>100.0</b>

**Table 6: Source of Influence to Graduate by Municipality**

Source of Influence to graduate	Eldoret		Nakuru		Nakuru & Eldoret combined	
	F	%	F	%	F	%
None	49	48.5	54	45	103	46.6
Brother	8	7.9	13	10.8	21	9.5
Father	11	10.9	8	6.7	19	8.6
Mother	6	5.9	2	1.7	8	3.6
Sister	5	5.0	9	7.5	14	6.3
Uncle	4	4.0	11	9.2	15	6.8
Friend	17	16.8	23	19.2	40	18.1
Other	1	1.0	0	0	1	0.5
<b>Total</b>	<b>101</b>	<b>100</b>	<b>120</b>	<b>100</b>	<b>221</b>	<b>100</b>

**Table 7: Source of Assistance to Graduate**

Source	Eldoret		Nakuru		Eldoret & Nakuru combined	
	F	%	F	%	F	%
None	43	43	54	45.4	97	44.3
Brother	8	8	15	12.6	23	10.5
Father	34	34	14	11.8	48	21.9
Mother	7	7	3	2.5	10	4.6
Sister	1	1	7	5.9	8	3.7
Uncle	3	3	11	9.2	14	6.4
Friend	2	2	15	12.6	17	7.8
Other	2	2	0	0.0	2	0.9
<b>Total</b>	<b>100</b>	<b>100</b>	<b>119</b>	<b>100</b>	<b>219</b>	<b>100</b>

**Table 8: Level of Satisfaction in Current as Compared to Previous**

Level of satisfaction in current as compared to previous	Frequency	Per cent
Very high	2	0.92
High	19	8.72
Moderate	66	30.28
Low	107	49.08
Very low	24	11.01
<b>Total</b>	<b>218</b>	<b>100</b>

graduation, the effect of training on street-based enterprise graduation and sources of additional capital for graduation. The results on the sources of assistance to street-based enterprise graduation by municipality are presented in Table 7. These results indicate that the majority (over 40% in Eldoret and Nakuru) of the graduated street-based entrepreneurs were never assisted to graduate by anybody. Respondents in Nakuru had a higher percentage of self motivated entrepreneurs as compared to Eldoret. These findings imply that the street-based entrepreneurs who graduated were self-starters and had visualized the need to transform themselves into micro and small enterprises. The fathers of the street-based entrepreneurs in both Eldoret and Nakuru played a major role in encouraging street-based entrepreneurs to graduate to the formal micro and small enterprises. The influence of formal training attended before the graduation of SBEs in Eldoret and Nakuru was analyzed to determine its effect on the graduation process. This assessment was captured from the graduated street-based entrepreneurs. The overall results on the type of formal training received by street-based entrepreneurs before graduation in Eldoret and Nakuru was as follows; the street-based entrepreneurs who had no training constituted 66%, marketing 17%, business management 11% and technical training 6%. Training of street-based entrepreneurs enhances their capacity to perform better hence increasing their chances to graduate.

The results show that the majority (66%) never received any training before graduating from the SBEs to formal enterprises. Of those trained 17.2% received training on marketing, 10.9% on business management and 5.9% on technical subjects. These results do not indicate training to have played a key role in the graduation of street-based enterprises. The findings of this study support those of CBS *et al.*, (1999[2]) which indicated the majority of the informal sector operators lacked training. This implies that training has not been identified as the key to the graduation of the SBEs. In absence of training it is possible that those street-based entrepreneurs who could by chance have graduated may still carry on the deficiencies into the new status of MSEs. These results show that the majority of the street-based entrepreneurs in Eldoret and Nakuru never attended any formal training before graduation. However, of those who graduated as shown in the results after attending some training were still higher for Nakuru as compared to Eldoret municipality. For example 58% of the respondents in Nakuru municipality had attended marketing as compared to 42% in Eldoret municipality. The same applies to business management; in Nakuru municipality it was a higher percentage (62.5%) as compared to Eldoret municipality (37.5%). An interesting aspect of the results is that Eldoret municipality had (100%) of the graduated SBEs trained in the technical field. Lack of training for SBEs could impact negatively on the productivity and organisational capacity of the informal enterprises. In addition, it could stifle the capacity of the SBEs to graduate. The source of additional capital for graduation was assessed to determine the source that provided most of the finance in Eldoret and Nakuru. The results show that savings was 38%, bank loan 30%, relatives 22% and sale of assets 7%. These results show that the main source of additional capital for SBEs was savings (38.5%), followed by bank loan, (30.3%), and relatives (22.2%). The personal sources accounted for 45% of the additional capital. Assistance in terms of capital access falls basically on the

street-based entrepreneurs and their family members. The input of the bank in the support of street-based enterprise access to capital is however, noted. These results indicate that the major source of assistance to the SBEs in terms of additional capital was from personal sources that included savings and relatives. The banks also provided substantial additional capital for the graduated SBEs in the two municipalities. Nakuru had a higher ranking of the sources of additional capital as compared to Eldoret.

### **The Level of satisfaction in the graduated status**

The level of satisfaction in the current activity was assessed to determine the potential and desire of entrepreneurs to graduate in the enterprise continuum. The results on the level of satisfaction in the current status as compared to the previous for graduated street-based entrepreneurs are presented Table 8. The majority (48.4%) of the graduated SB entrepreneurs had a very low level of satisfaction as compared to the previous one. These findings support that of Cross (1998[4]), on the freelance company on the streets that is a way of life for the SB entrepreneurs. It is also noted that new responsibilities and overheads associated with formal enterprises could reduce the freedom achieved on the streets. The level of satisfaction in the current business activity as compared to the previous business activity by Eldoret and Nakuru is shown in Table 8. These results show that the street-based entrepreneurs' level of satisfaction in the current activity as compared to the previous in Eldoret and Nakuru was highest at the moderate level. Though, Nakuru had a higher percentage of respondents in the higher-level category as compared to Eldoret. These results suggest that there is need to understand the causes of the low level of satisfaction for the graduated SBEs.

### **CONCLUSION**

The conclusions deduced from this study are as follows; The graduation of street-based entrepreneurs into the higher levels in the enterprise continuum could be achieved in circumstance where; access to capital, provision of adequate and suitable infrastructure, enhancement of the entrepreneurs' skills and provision of a favourable legal and regulatory environment for the entrepreneurs were present. Street-based entrepreneurs were motivated to graduate by the drive to exploit the benefits of entrepreneurship at individual level through application of skills and need to control own life in addition friends played an important role in the motivation process. The family facilitated the graduation process through provision of financial resources. The satisfaction of graduated street-based entrepreneurs in their new status was higher in Nakuru as compared to Eldoret.

### **RECOMMENDATIONS**

1. Resources and opportunities should be provided to street-based entrepreneurs by all stakeholders in enterprise development in order to enhance their potential to graduate in the enterprise continuum.
2. Entrepreneurship skills development programmes should be made accessible to entrepreneurs and potential entrepreneurs at both school level and post school level. Given that it is vital for decision making at enterprise start-up stage.

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