The sub Saharan Journal of Social Sciences and Humanities (SJSSH)
ISSN: 2619-8894 (Online), 2619- 8851 (Print)

# Unravelling the Relationship between Entrepreneurship Networking and Market Performance of Micro and Small Enterprises in Arusha, Tanzania

***Isaac Kazungu[1] and Winfrida Mbowe[3]***

*[1]Department of Marketing Procurement and Supply Management, Moshi Co-operative University, P. O. Box 474, Sokoine Road, Moshi-Tanzania . Email: isaackazungu@gmail.com*
*[2]Department of Applied Science and Social Studies, Arusha Technical College, P. O. Box 296, Arusha, Nairobi Road, Arusha-Tanzania.*

**Received:** April 13, 2021; **Accepted:** November 12, 2021; **Published:** December 15, 2021

**Abstract:** *Micro and Small Enterprises (MSEs) in Tanzania are underperforming due to a number of challenges. In this line, entrepreneurship networking improves MSEs' marketing performance irrespective of the unfavourable business environment. Despite the significance of entrepreneurship networking, there was scanty knowledge on the influence of coordination, relational, partner, and intercommunication skills on enterprise sales, profit, and customer base. Based on the network perspective, this study intended to fill in such gaps. Most studies assessed the nexus between entrepreneurial networking and firm performance anchored on the network theory. This study assesses the influence of entrepreneurship networking programmes offered by the Small Industries Development Organisation (SIDO) on the market performance of MSEs in Arusha Municipality. A cross-sectional research design was adopted, and data were collected from 230 sampled MSEs by using stratified and simple random sampling techniques. Data were analysed by using descriptive analysis and Multiple Linear Regression model (MLR). Findings revealed a significant statistical relationship between entrepreneurship networking and market performance. The study, therefore, concluded that MSEs' market performance is driven mainly by access to a unique bundle of entrepreneurship networking programmes. MSEs need to have resources that will connect them to strong network ties for better market performance.*

**Keywords:** Entrepreneurship networking programme, market performance, resource based view, micro and small enterprises (MSEs)

## 1. INTRODUCTION

Entrepreneurship networking programme is essential for the success and market performance of *Micro and Small Enterprises* (MSEs) (Hamdani, 2018). It imparts necessary entrepreneurship networking knowledge to operators of MSEs and enables them to establish business networks through productive relationships with other businesses and share business opportunities, resources and risks. In a competitive environment, MSEs face challenges associated with access to tangible and intangible resources constrain (Conway and Jones, 2012). Most of the time, MSEs cannot afford to withstand the pressure that comes with the competition. In that case, entrepreneurship networking programme becomes a crucial strategy to facilitate the provision of knowledge that can facilitate MSEs' market performance (Dickson and Weaver, 2011).

Market performance is considered a crucial part of MSEs' managerial decisions (Mwatsika, 2015). This is due to the fact that MSEs' success depends not only on financial performance but also on market performance (Magembe, 2017). Moreover, for the MSEs to successfully attain a competitive advantage, they need to perform well in both local and international markets to achieve large market share, customer satisfaction, provision of high-quality products or services and growth of sales or profit (Gerhard, 2016). This is important since MSEs' market performance provides a clear picture of how these enterprises are performing, given the dynamics that exist in the business environment (Magembe, 2016).

In Tanzania, MSEs have significantly contributed to GDP, employment creation, and income generation for most indigenous (Tambunan, 2022; Madiwa, 2021). However, regardless of their contribution to the economy, MSEs are experiencing poor market performance due to the inability to compete, identify needs in the market, produce what is needed, retain and satisfy customers (Oteri *et al*., 2015). This results in MSEs' failure to progress or grow to medium and large enterprises (Magembe, 2017). This failure is attributed

to firm-specific and environmental factors such as the deficiency of skilled and competent entrepreneurs who are capable of exploring the market environment and coming up with effective marketing strategies that can enable them to take advantage of business opportunities and also compete well with their rivalries (Magembe, 2016; Mangasini and Gabagambi, 2016). Unfortunately, studies have rarely explored how entrepreneurship networking contributes to MSEs' market performance (Jones, 2012). This study, therefore, intends to fill this gap by examining the magnitude to which the entrepreneurship networking programme offered by the Small Industries Development Organisation (SIDO) in Arusha, Tanzania, contributes to MSEs' market performance.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

The fundamental question that has drawn scholars' attention in the field of marketing management and enterprise development is "what expounds variance in MSEs' performance inside and across markets." While attempting to address this key question, this study uses a Resource Based View (RBV) theory of entrepreneurial networking and enterprise market performance. The study is anchored on the RBV developed by Wernerfelt (1984). The theory argues that a firm's performance is a result of the firm's specific and unique resources and capabilities, such as financial, social and human resources (Christopher, 2021; Gerhart and Feng, 2021). For these resources and capabilities to be critical elements toward a firm's competitive advantage and market performance, they need to be valuable, with the ability to increase efficiency and effectiveness. In this case, access to such vital resources fosters MSEs' ability to identify and discover business opportunities which result in better market performance.

The theory suggests that social capital is an important resource since when MSEs are set in larger social networks, they are more likely to constitute a substantial proportion of their business opportunities. Also, human capital, which constitutes knowledge and experience, is also considered an essential element in enhancing competitive advantage and a firm's market performance. The RBV further proposes that a firm with enough entrepreneurial network resources realises more incredible performance. This theory thus upholds that performance differences between enterprises could be well described through possession and application of network resources as opposed to firm structure and industry differences.

Herein, RBV was used to describe the role of social and human capital resources in helping MSEs achieve expected performance in the market. As applied to this study, the theory holds that social, human resources and capabilities influence MSEs' market performance in the form of sales, profits, product quality, and customer base. Entrepreneurship network resources are herein comprised of network programmes given by SIDO to owner-managers which aim at imparting internal communication skills, coordination skills, relational skills, and business partners. We, therefore, assessed the relationship between entrepreneurship networks and MSEs' market performance. Based on this theoretical background, the conceptual framework for this study is illustrated in figure 1, and it is also hypothesised that:

*$H_A$: There is a significant relationship between entrepreneurship networking programmes and market performance of MSEs.*

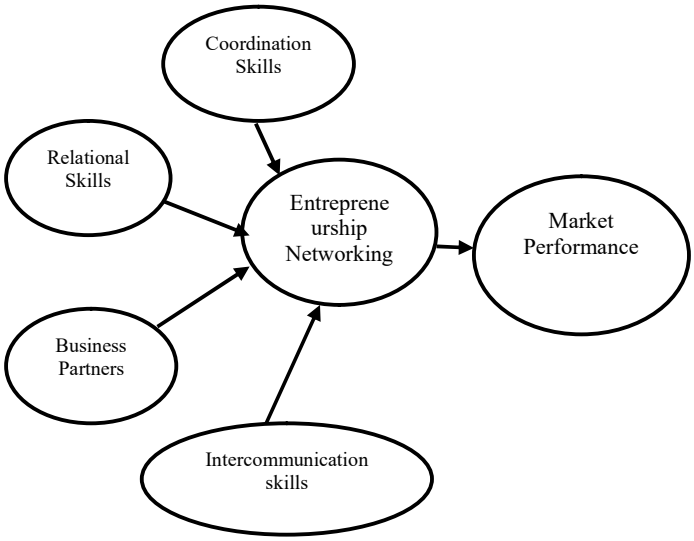


**Figure 1: Conceptual Framework**

Hereafter, Figure 1 clarifies the conceptual framework for the study linking the predictors of entrepreneurship networking (business partners, internal communication, relational skills and coordination skills) and market performance (outcome variable). Consecutively, entrepreneurship networking effects market performance of MSEs. Measurements and definitions of these variable constructs are well explained in item 3.4.

## 3. MATERIALS AND METHODS

### 3.1 Sampling procedures

This study used a cross-sectional research design. The study population consists of 725 owner-managers of MSEs accessing support from SIDO in Arusha, Tanzania. These MSEs engage in beekeeping and honey processing, soap making, "Batiki", carpet making, and food processing. This study was undertaken in Arusha Municipality since the area hosts more MSEs from retail to commercial compared to other areas in the country (Liliane, 2018; Ernest, 2016). Due to the heterogeneous nature of the study population, we used a Stratified sampling technique and a simple random sampling technique to identify 230 sampled MSEs. The numbers of elements within strata were SIDO supported MSEs in Arusha municipality. The technique ensured each

sub-group in the population gets proper representation in the sample (Khan, 2015).

### 3.2 Variables measurement

To determine respondents' opinions on the effect of the entrepreneurship networking programme on SIDO supported MSEs' market performance, we used a Five (5) point-Likert scale to measure the variable constructs on the questions extending from Strongly Disagree [SD] to Strongly Agree [SA]. Data collection was carried out by administering a structured questionnaire supplemented with interviews. The essence of using questionnaires is based on its ability to collect a large quantity of data from a large number of sampled objects in a short time period. The structured questionnaire consisted of 25 items, and it was administered in both English and Swahili[1]. The reviewed literature (Assad, 2016; Bengesi, 2014) identified relational skills, coordination skills, partners' knowledge, and internal communication skills as factors influencing MSEs' market performance under the entrepreneurship networking programme. In addition, market performance constitutes outcome variables such as market share, customer satisfaction, quality of products, sales and profit (Gama, 2010).

### 3.3 Data Analysis

Cronbach's alpha coefficient was applied to check the instrument's reliability, while Content Validity Index (CVI) was adopted to test the validity of the questionnaire focusing on the experts' ratings of items' relevance. Finally, we used the Multiple Linear Regression Model (MLR) [equation (1)] to determine the influence of entrepreneurship networking programmes on MSEs' market performance. The key assumption is that MLR helps to give details of how linearly a dependent variable is influenced by a number of independent variables (Uyanik, 2013). Whereas model summary, ANOVA and regression coefficients were extracted to explain the strength of the relationship between variables.

### 3.4 Econometric Model

$$MPerf=\beta_0+\beta_1COR+\beta_2RS+\beta_3PK+\beta_4ICS+\varepsilon_o \text{.....Equation (1)}$$

Where:

$\beta_0$ = Constant
$\beta_{1-4}$ = Coefficients of estimate
MPerf = Market Performance (i.e. summated scores of sales, profits and customer base)
COR = Number of training programmes on Coordination Skills attended
RS = Number of training programmes on Relational Skills attended
PK = Number of partners established
ICS= Number of training programmes on Internal communication Skills participated
$\varepsilon_o$=error term.

[1]National language of Tanzania, mostly used by the owners and operators of MSEs in the country

## 4. FINDINGS AND DISCUSSION

### 4.1 Reliability test of the questionnaire

The study used Cronbach's alpha coefficient to test the internal reliability of the questionnaire. This is due to the fact that the questionnaire comprised of multi-scale items, which required using this measure to determine if the scale is reliable or not (Bujang, 2018). Cronbach's Alpha also explains the degree to which all the variable constructs in the instrument measure the same concept, and hence it is connected to the inter-relationship between items in the respective test (Taber, 2016). Therefore, the rule of thumb for the accepted alpha (α) values, according to Bonett (2015), ranges between 0.70 and 0.95. For example, if the alpha coefficient is 0.7, 70% of the variance is reliable, and the rest (i.e. 30%) reflects the error variance. In this study, data were established to be reliable [at $\alpha = 0.877$], and therefore, the questionnaire was reliable.

### 4.2 Content Validity test of the questionnaire

The content validity of the questionnaire was confirmed by using the Content Validity Index (CVI). CVI is based on the ratio between total items declared valid over the total number of items in the questionnaire. In this study, findings from expert ratings of items relevance showed that out of 30 constructs, 25 items were valid; hence CVI was 0.833. This is in line with a study by Kovacic (2018), who stated that an item with a content validity index greater than 0.78 is considered valid. Therefore, it was found that the contents related to the field of the study were sufficient and relevant to what was intended to be studied.

### 4.3 Descriptive analysis for entrepreneurship networking programmes

MSE owner-managers were requested to rate the level to which they agree or disagree with the statements related to the study variables in a questionnaire. The mean Score Index used in this study was in line with Mohammed (2016), on which a mean score between 0.01 and 1 refers to "Strongly Disagree", 2.00 connotes "Disagree", a mean between 2.01 and 3.00 is "Neutral", while between 3.01 and 4.00 indicates "Agree" and a mean score ranging from 4.01 to 5.00 denotes "Strongly Agree". Findings in Table 1 reveal a mean score of 3.2870 for four sub-constructs of the entrepreneurship networking programme, which implies that the entrepreneurship networking programme is a key strategy or factor for MSEs' market performance. This is supported by Bengesi (2014), who observed a significant relationship between entrepreneurship networking and MSEs' market performance. Also, Kazungu (2020) revealed that business networks strongly impact MSEs' market performance. Findings also concur with a study by Kumburu (2016), who

observed a positive and significant relationship between business networking and enterprise performance of SIDO supported furniture making MSEs in Tanzania. Hence, MSEs' engagement in entrepreneurship networking programmes leads to higher MSEs' market performance.

**Table 1: Descriptive Analysis of Entrepreneurship Networking Programmes**

| Entrepreneurship networking programme | Likert Mean |
|---|---|
| I can coordinate my business resources due to the entrepreneurship networking Programme | 3.2000 |
| I can establish a productive business relationship due to entrepreneurship networking programme | 3.2435 |
| I have the right business partners due to the entrepreneurship networking programme | 3.2913 |
| I get the right suppliers due to the entrepreneurship networking programme | 3.4130 |
| I can effectively communicate with different stakeholders in my business due to entrepreneurship networking programme | 3.2870 |
| **Average mean** | **3.28696** |
| **Market Performance** | |
| The rate of sales and profits in my business is growing due to market effectiveness in the business | 3.4304 |
| Most of my customers are satisfied with the services that they get from my business | 3.2826 |
| Customers admit to get quality products from my business | 3.3696 |
| The business has acquired a large customer base in the market | 3.2739 |
| **Average mean** | **3.3391** |

Findings in Table 1 further show that most MSE owner-managers experienced a positive change in market effectiveness (sales and profit), customer satisfaction, customer base and quality of their services and products at a mean score of 3.3391 as a result of effective entrepreneurship networking programmes. This concurs with a study by Nduta (2016) who revealed that after entrepreneurship networking MSEs have increased in market effectiveness, fulfilled customer satisfaction, improved quality products and increased in market share. Also, this is in line with a study by Munene (2013), which revealed a positive correlation between entrepreneurship networking and market performance of MSEs.

Likely, SIDO entrepreneurship trainers and coordinators were asked to explain the extent in which entrepreneurship networking programmes influence MSEs' Market performance. One of the interviewees responded that:

> *" …as we know, the rapid change in the business world has led to advancement in technology, increase in information, raise of new markets and business opportunities, which requires a high level of flexibility to embrace and adopt the changes. This can be achieved when MSEs are connected to one another, which can facilitate the sharing of resources. In that case, we decided to equip these MSEs with coordination skills, relational skills, business partner knowledge and intercommunication skills practically. These factors were an important catalyst in MSEs' market performance…."*

## 4.7 Entrepreneurship networking programme and market performance

The study used a Multiple Linear regression model to assess the extent to which entrepreneurship networking programme contributes to market performance of SIDO supported MSEs'. Whereby, network resources: Coordination skills, relational business skills, business partner knowledge and internal communication skills were predictor variables and market performance (i.e. sales, profits, product quality, and customer base). Results of the model summary in Table 2 show R-square ($R^2$) = 0.74, which implies that the variation of MSEs' market performance (dependent variable) is explained by entrepreneurship networking programmes (independent variables) by 74%. This implies that the model explains a greater amount of the variation in the dependent variable, which means a unit increase in the entrepreneurship networking programme can lead to an increase in MSE's market performance by 74%.

**Table 2: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | 0.860[a] | 0.740 | 0.736 | 0.24235 | 0.740 | 160.346 | 4 | 225 | 0.000 |

Model 1 in Table 3 shows that coordination skills was insignificant [p-value=0.087>0.05; β=-0.041]; relational skills was significant [p-value=0.028<0.05; β=0.04], partner knowledge was significant [p-value=0.000<0.05; β=0.228], and Internal communication skills was also significant [p-value=0.000<0.05; β= 0.28]. Also, Table 3 also reveals that a unit change in coordination skills can cause a negative influence on MSEs' market performance by 4.1%. It implies that the acquisition of coordination skills does not affect market performance. This concurs with the study by Bengesi (2014), which revealed that the more emphasis MSEs put on coordination skills, the lower the performance it realises. Also, it was contrary to a study by Wanyoike (2014), which disclosed that resource coordination ability is critical for MSEs' market performance. A unit change in relational skills can increase MSEs' market performance by 4%. It indicates a statistically significant evidence that relational skills acquired from entrepreneurship networking

programmes influence MSEs' market performance [i.e. p-value =0.000 < 0.05]. This also implies that the more MSEs have relational skills, the more they contribute to MSEs' market performance. This observation concurs with Hamdani (2018), who revealed that the more MSEs are good at relational skills, the more they create an enabling environment that enhances MSEs' performance. An increase in business partner knowledge will increase MSEs' market performance by 22.8%. It was also observed that there is statistical evidence that business partner knowledge influences MSEs' market performance [p-value = 0.000 < 0.05]. A unit change in internal communication skills will increase MSEs' market performance by 28%, and also, there is statistical evidence that internal communication skills positively influence MSEs' market performance [p-value = 0.000 < 0.05]. This implies that the more MSEs are good at internal communication skills, the more the ability they have to share information within their enterprises which can enhance MSEs' market performance. This is in line with Jones (2012), who revealed that sharing strategic information within the MSEs instils learning new capabilities among workers that subsequently foster long and short term market performance. This observation also concurs with Assad (2016), who proposed that emphasis on internal communication skills facilitates MSEs' market performance. Upon substitution of the regression coefficients from Table 3 in equation (1), the resultant regression equation [equation (2)] becomes:

**MPerf= -1.034+0.04RS+0.228PK+0.28ICS.....Equation (2)**

**Table 3: Regression Coefficients**

| Model | | Unstandardised coefficients | | Standardised coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | T | Sig. |
| 1 | (Const) | -1.034 | 0.1 | | -10.379 | 0.000 |
| | COR | -0.041 | 0.024 | -0.085 | -1.719 | 0.087 |
| | RS | 0.04 | 0.018 | 0.083 | 2.207 | 0.028 |
| | PK | 0.228 | 0.037 | 0.448 | 6.231 | 0.000 |
| | ICS | 0.28 | 0.034 | 0.505 | 8.216 | 0.000 |

Table 4 shows that a regression sum of squares (37.672) is greater than the residual sum of squares (13.215). This implies that the model can describe the amount of variation in the market performance of SIDO supported MSEs in Arusha municipality. Further, it shows that all predictor variables are strongly correlated or associated with MSEs' market performance [i.e. P-value =0.000 < 0.05].

**Table 4: ANOVA[a]**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 37.672 | 4 | 9.418 | 160.346 | 0.000[b] |
| | Residual | 13.215 | 225 | 0.059 | | |
| | Total | 50.887 | 229 | | | |

The study tested the hypothesis ($H_A$) that: *There is a significant relationship between entrepreneurship networking programmes and market performance of MSEs.* Results show that p-value=0.000<0.05, which is smaller than the significant value. Therefore, the alternative hypothesis is accepted, and this significant relationship between the two variables implies that entrepreneurship networking programme is a key to MSEs' market performance. This concurs with Kazungu (2020), Abbas (2018) and Kumburu (2016), who revealed that the more emphasis on entrepreneurship networking, the more the MSEs' perform well in the marketplace. Furthermore, these results fit with the RBV, which stresses the need for network resources for MSE's market performance. From RBV, performance differences may well be explained through ownership and application of network resources among the enterprises. This gives a theoretical justification for how MSEs' access and use of entrepreneurship networking enhance market performance.

## 5. CONCLUSION, IMPLICATIONS AND LIMITATIONS

This study investigates the association between entrepreneurship networking programmes and MSEs' market performance in Tanzania. The results provide empirical evidence of a significant relationship between entrepreneurship networking programmes is significantly related to MSEs' market performance. From the study findings, we conclude that coordination skills, relational skills, business partner knowledge and intercommunication skills are important catalysts in MSEs' market performance. Essentially, MSEs' market performance is largely driven by their access to a unique bundle of entrepreneurship networking programmes.

This study comes in with both theoretical and practical implications. Theoretically, the findings show that better market performance by MSEs is associated with effective use of entrepreneurship networking programmes resulting from training programmes in the areas of Coordination skills, business relational skills, business partner knowledge and internal communication skills. This suggests that MSEs need resources to connect them to strong network ties for strong market performance. Thus, RBV appears to be relevant in explaining the relationship between entrepreneurship networking programmes and MSEs' market performance. Practically, the findings of this study propose that MSEs

need strong network ties that will enable them to embrace and cope with technological changes in the business environment and, thereby increase information on new markets and business opportunities. This can increase their networking capabilities and, in so doing, reduce the dependence syndrome among resource-constrained MSEs in developing economies like Tanzania.

The findings of this study are related to two limitations: (i) The first limitation was basically on the scope of the study, where; only four variable constructs were included. We propose that other future studies may focus on other types of constructs in examining the relationship between entrepreneurship networking programmes and MSEs' market performance. (ii) This study was based on a sample size of 230, and respondents were limited to only MSEs engaging in beekeeping and honey processing, soap making, *"Batiki"*, and carpet making and food processing in Arusha region. Future research studies can be done to accommodate a more diverse and large sample.

**REFERENCES**

Abbas, J. (2019). The impact of Entrepreneurial Business Networks on Firms' Performance through a mediating role of Dynamic Capabilities, *Sustainability,* 1(1): 1-28.

Asad, M. (2016). Moderating effect of entrepreneurial networking on the relationship between access to finance and performance of Micro and Small Enterprises in Malaysia, *Australian Journal of Basic and Applied Sciences.10:1-13.*

Bengesi, K. K. (2014). The influence of Networking Capability in Small and Medium Enterprise performance. *International Journal of Business and Social Science.*1(1):1-33.

Bujang, M. A. (2018). A review on sample size determination for Cronbach's Alpha Test. *Journal of Applied Economics and Business Research*. (1):1-15.

Christopher, J. C. (2021). Expanding the resource-based view model of strategic human resource management, *The International Journal of Human Resource Management,* 32:2, 331-358, DOI: 10.1080/09585192.2019.1711442

Conway, S., and Jones, O. (2012). Entrepreneurial networks and small business. *Enterprise and small business: Principles, practice and policy*, 338-361.Kazungu, I. (2020a). Business Networking and performance of Tanzanian Handicrafts Exporting Micro and Small Enterprises. *Journal of Co-operative and Business Studies,* 5(1): 86-106.

Ernest, D. (2016). Contribution of training and technical assistance provided by SIDO to the performance of SMEs in Arusha region, Dissertation for Award of the Degree of Masters of Business Administration Corporate Management (MBA) of the Mzumbe University: Tanzania, 68pp.

Gama, A. P. (2010). A framework for Measuring and Managing Marketing performance. *Instituto de Artes Visuais*. 27pp.

Gerhard, B, C. (2016). An investigation of the marketing performance measurement practices in Hatfield Volkswagen group. *African Journal of Business Management.*1(1):1-9.

Gerhart, B., and Feng, J. (2021). The Resource-Based View of the Firm, Human Resources, and Human Capital: Progress and Prospects. *Journal of Management*, *47*(7), 1796–1819. https://doi.org/10.1177/014920632097879.

Hamdani, K. (2018). Knowledge-based Entrepreneurship. *Research gate*. 1(1): 448-467.

Ibrahim, M. (2015). The significance of P-value in Medical Research. *Journal of Allied Health Sciences,* 1(1):74-85.

Kazungu, I. (2020). Network Linkages and Performance of Exporting Micro and Small Enterprises in Dar es Salaam, Tanzania: Perspectives in the Handicraft Industry, *Global Business Review:* 1–18.

Khan, M. G. (2015). Designing stratified sampling in economic and business surveys in Suva, Fiji. *Journal of Applied Statistics*.10 (1):32-41.

Kovacic, D. (2018). Using the Content Validity Index to determine Content Validity of an Instrument Assessing Health Care Providers' General Knowledge of Human Trafficking. *Journal of Human Trafficking*. 4(4):327-335.

Kumburu, N. P. (2016). Competitive Advantage of SIDO supported Small furniture Industries against imported furniture in Dar es Salaam and Arusha region in Tanzania, Unpublished PhD Thesis, Sokoine: Sokoine University of Agriculture.

Liliane, P. (2018). Internationalisation of Small and Medium Enterprises in Market Information, Financial Resources and Product Quality Setbacks in Arusha, Tanzania.*Redfame*.2(1) :89.

Madiwa, H. (2021). Exploring the challenges and future development prospects of Micro and Small Enterprises (MSEs): The case of "Temeke" District in Tanzania, Master's Thesis 2021 30 ECTS Faculty of Social Science, Norwegian University of Life sciences, pp. 80.

Magembe, Y. (2017). Credit access by small and medium enterprises in Tanzania. *A journal of Economics and Management Sciences.*6:459.

Magembe, Y. K. (2016). Growth of SMEs in Dar es Salaam: Factors influencing their growth and challenges they face in the course. *Global Journal of Human Social Science. 19(1):1-13.*

Mangasini, A. K. and Gabagambi, D. M. (2016). Barriers to Business Start-up among Tanzanian University

Graduates: Evidence from the University of Dar-es-salaam, *Global Business Review.* 17(1): 16–37.

Marasini, D. (2016). The use of P-value in Applied Research in Milano, Italy.S*tatistica*. 4:315-325.

Mohammed, A. (2016). Mean Score of 5-point Likert Scale. *Research gate*. 22(140):55.

Munene, B. G. (2013). Influence of Entrepreneurial Training on Business growth of Micro and Small enterprises among youth-driven initiatives. Dissertation for award of Masters of Business Administration (Entrepreneurship Option) at Kenyatta University of Nairobi: Kenya, 102pp.

Mwatsika, C. (2015). Impact of Entrepreneurship skills provision to women in Micro and Small Entrepreneurship Performance in Ilemela and Nyamagana Districts.*African Journal of Business Management*. 9(9):425-436.

Nduta, K. M. (2016). Influence of Entrepreneurial Training on Business growth of Micro and Small enterprises among youth-driven initiatives in Nairobi: Kenya. Dissertation for Award of Degree of Master of Arts in Project Planning and Management of the University of Nairobi: Kenya, 75pp.

Oteri, O. M., Kibet, L. P., and Ndung'u, N. E. (2015).Mobile Subscription, Penetration Trends in Kenya's Telecommunication Sector. *International Journal of Advanced Research in Artificial Intelligence. 4* (1): 1-7.

Tambunan, T. T. (2022). Theoretical Contributions: General Conclusions. In: Fostering Resilience through Micro, Small and Medium Enterprises. Sustainable Development Goals Series. Palgrave Macmillan, Singapore. https://doi.org/10.1007/978-981-16-9435-6_7.

Uyanik, G. K. (2013).A study on multiple linear regression analysis in Sakarya Turkey. *International Conference on New Horizons in Education,* 4:234-240.

Wanyoike, D. M. (2015). Influence of Kenya Industrial Estates Services to the growth of Micro and Small Enterprises in Kenya. *International Journal of Arts and Commerce,* 1(1):1-88.

Wernerfelt, B. (1984). A resource-based view of the firm, *Strategic management journal*, *5*(2): 171-180.