



**ENTREPRENEURIAL ATTRIBUTES AND GROWTH OF MICRO AND SMALL ENTERPRISES IN NAIROBI CITY COUNTY, KENYA**

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**ABSTRACT**

Despite the support to the SMES, studies have revealed low survival rates with 60% of the enterprises leading to failure in business growth in the first 3 years of operation. The lack of business growth has resulted to the inability of SMES to contributing to Kenya's GDP growth as expected. The general objective of the study is to establish the influence of entrepreneurial attributes on growth of micro and small enterprises in Nairobi City County, Kenya. Specifically, the study sought to examine the role of managerial attributes on growth of micro and small enterprises in Nairobi City County, Kenya and to evaluate the impact of network attributes on growth of micro and small enterprises in Nairobi City County, Kenya. The study used a descriptive survey research design. The target population in this study was 187 managers/owners of registered SMEs in Nairobi County. This study was a census of 1 87 managers/owners of SMEs in Nairobi County. The study collected primary data using semi-structured questionnaires. Collected data was analyzed using both quantitative and qualitative techniques. SPSS (version 22) was applied in analysing quantitative data where descriptive statistics was computed and presentations done in percentages, means, SD and frequencies. Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. The study results were presented through use of tables and figures.

**Key Words:** Entrepreneurial attributes, Micro and small enterprises, Managerial attributes, Network attributes

## INTRODUCTION

Chang and Li (2016) argue that entrepreneurship continues to gain an importance with the increased spread of capitalization and globalization. To provide abroad basis for rapid economic growth, statistics indicate that there is no better way to than to dramatically increase in the number of entrepreneurs in the society. SME sector is highly linked to entrepreneurship (Pretorius, Van Vuuren, 2005). Henning (2003) widely acknowledges the importance of a dynamic SME sector to economic growth. As a result, most bilateral and multi-bilateral agencies, governments and nongovernmental organizations have entrepreneurial training policies in place in order to assist entrepreneurship development.

In Israel, Farja, Gimmon, and Greenberg (2016) focused on effects of entrepreneurial orientation on SMEs growth and export and found that entrepreneurial proactiveness strongly affect SME growth as well as firm expansion to international markets, signifying that lower level of proactiveness translated into low firm growth. In England, Simon, Stachel, and Covin (2011) found that EO and commitment to organizational objectives enhanced sales growth and determined that commitment to objectives was associated with greater increased sales growth of companies high in EO, as compared to those low in EO. In Norway, Grande, Madsen, and Borch (2011) found that firms get better performance in the long run as a result of engaging in entrepreneurial efforts and activities enabling firms to create, reconsider, and apply their resources in more efficient ways.

In East Africa region, Eijdenberg, Paas, and Masurel (2015) investigated the effects of Enterprise Orietation on firm performance in Rwanda and stated that entrepreneurial orientation/motivation is positively correlated with positive firm performance. In Tanzania, Okangi (2019) focused on how critical EO is to firm profitability and stated that there is a positive relationship when innovativeness is related to firm growth of firms in Tanzania's construction firms. In Uganda, Lawgiving, Namatovu, and Dawa (2012) found that entrepreneurial dimensions (innovativeness, pro-activeness, and risk taking) are positively correlated with firm performance.

In Kenya, several studies have focused on the interplay between entrepreneurial orientation and enterprise growth. For instance, while concentrating on the role of entrepreneurial attributes on growth of SMEs in Kerugoya, Mwangi and Ngugi (2014) found out that the individual dimensions of entrepreneurial attributes: firms' innovation; risk taking; pro-activeness; and entrepreneurial management attributes have significant influence on growth of SMEs. Mwaura, Gathenya and Kihoro (2015) sought to examine the effect of Entrepreneurial Orientation on the performance SMEs majority of which were owned by women and exhibited that the relationship is both significant and positive when the two variables of Entrepreneurial Orientation and enterprises owned by women.

Otieno (2012) focused on the manufacturing firms in Kenya and how they leverage entrepreneurial attributes and stated that entrepreneurial attributes have positive effect on manufacturing firms' financial performance. Studies by Soleimani and Shahnazari (2015) and Kuratko *et al.* (2015) have investigated emerging issues in entrepreneurship orientation since entrepreneurship is recurring theme in management research. In fact, there are forms of entrepreneurship, such as social and corporate entrepreneurship, where the meaning of corporate entrepreneurship is taken to mean the ability of an organization to expand through creating of additional units or promotes internal growth. While social entrepreneurship is referring to efforts towards social cause of ethical business practices (Dess *et al.*, 2016). Other emerging issues under EO include environmental dynamism, strategic renewal, and technologies opportunities (Dess *et al.*, 2003; Soleimani & Shahnazari 2015). Through strategic renewal, firms undertake continuous environmental scanning with a view to remaining dynamic and embrace technological opportunities for eventual competitive advantage (Kuratko, Hornsby, & Hayton, 2015)

## Statement of the Problem

A major concern in developing countries and in particular Kenya is the population growth and unemployment. It is estimated that 64% of unemployed Kenyans are the youth. Bwisa (2011) argued that growth in wage employment decreased from 2.1 % in 1988 to negative 2% in 2008 in a span of one decade. Enterprise growth contributes to employment creation as evidenced by an estimated 936,000 jobs created in the SME sector (KIPPRA, 2019). According to Mead (2015) the mortality of SMES in African countries remains very high. Most enterprises started with 1-5 employees but never grew further according to a study in 5 African countries. Less than 1% indicated growth in size of about 10 employees. In his study of over 200 small and medium enterprises in the Northern Nigeria, Friedman (2019) argued that only 4 qualified to be medium sized firms which were a clear indication of minimal business growth.

Despite the support to the SMES, studies have revealed low survival rates with 60% of the enterprises leading to failure in business growth in the first 3 years of operation. The lack of business growth has resulted to the inability of SMES to contributing to Kenya's GDP growth as expected. This also leads to failure in competing with larger corporations or access to global market by taking full advantage of the economy for profitability and sustainability (Haku & Wario, 2013). Gathoni, Gichunge and Mutegi (2021) argued that entrepreneurial attributes influence organization growth.

Various studies have been done on entrepreneurial attributes and growth of micro and small enterprises. For instance, Gathoni, Gichunge and Mutegi (2021) conducted a study on the influence of entrepreneurial attributes and Growth of Micro-Small Enterprises in Kiambu County, Kenya and Njiru and Njeru (2020) conducted a study on the effect of financial management attributes practices on sustainability of small and medium enterprises in Kenya. Nevertheless, these studies failed to show the influence of entrepreneurial attributes on growth of micro and small enterprises in Nairobi City County, Kenya hence the study findings cannot be generalized to the current study. To fill the highlighted gaps, the current study sought to establish the influence of entrepreneurial attributes (managerial attribute, network attributes, technical attributes and entrepreneurial innovativeness) on growth of micro and small enterprises in Nairobi City County, Kenya.

## Objectives of the Study

- i. To examine the role of managerial attributes on growth of micro and small enterprises in Nairobi City County, Kenya.
- ii. To evaluate the impact of network attributes on growth of micro and small enterprises in Nairobi City County, Kenya.

## LITERATURE REVIEW

### Theoretical Review

#### Resource Based View Theory

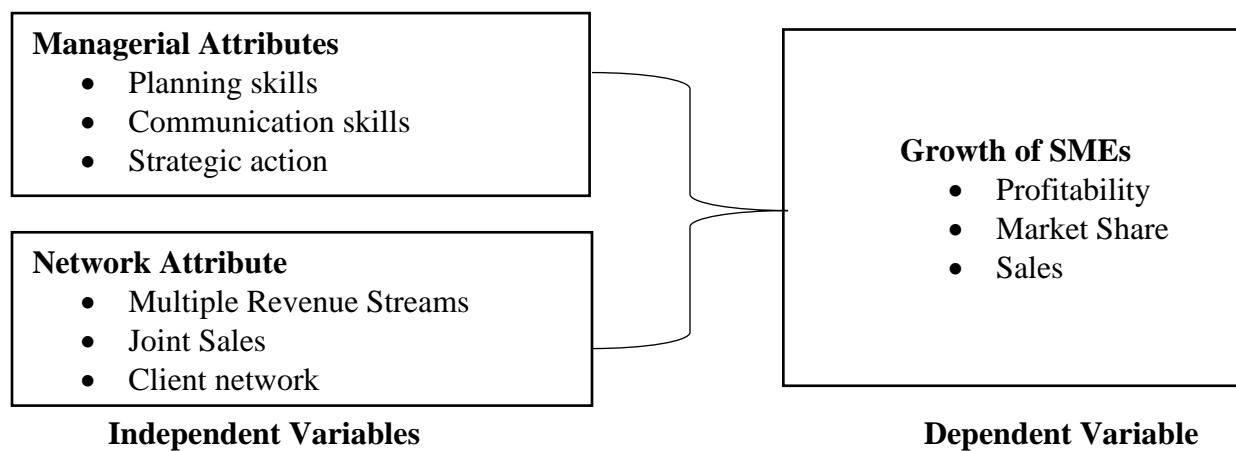
The origin of the resource-based view (RBV) is attributed to the resource-based theory of Barney (1991) and Wernerfert (1984). The theory suggests that a firm derives attributes, and consequently competitive advantage, and success by using its tangible and intangible resources to improve its performance (Chirchir, Ngeno, & Chepkwony, 2015) further categories these resources into: Physical resources Human capital resources and Organizational capital resources. Organizations can thus be seen, according to RBV, be seen to derive competitive advantage out of certain capabilities, attributes, and efficiencies from adoption of cold chain logistics, technology, such as cold chain transportation, which can be viewed as part of physical resources (Seshadri, 2010).

Resource based view theory was used in this theory to assess the role of managerial attributes on growth of micro and small enterprises in Nairobi City County, Kenya.

### The Social Exchange Theory

Social Exchange Theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties. Social exchange theory was introduced by Thibaut and Kelley (1959). They focused their studies within the theory on psychological concepts, the dyad and small group. This theory is based on the premise that people are social beings and, in any social relation, there are exchanges between the parties involved.

### Conceptual Framework



### Managerial Attributes

Managerial attributes are a set of observable or potential behaviours by which managers, as individuals, may demonstrate knowledge, skills, and attitudes, or the synergy between them as personal attributes, adding value and better results for themselves. Brits and Veldsman (2016), described attributes as a composite of the skills, attributes and knowledge needed to perform a specific job. There are sets of knowledge, skills, behaviours and attitudes that a person needs to be effective in a wide range of positions and various types of organisations (Pareek, 2015) and they include planning attributes, teamwork attributes, strategic action attributes, global awareness attributes, self-management attributes and communication attributes.

According to Ncube and Chimucheka (2019) strategic action attributes refer to the manager's abilities to grasp the overall strategy of the company and ensure employees' efforts are in line with the strategy. Strategic action attributes require visionary leadership to bring together industry knowledge, organisational skills and strategic aptitude. SMME managers with strategic action attributes can steer and help their companies through hurdles and help them grow. According to McFarlin (2019), communication attributes are essential for the managers and owners of any business. Managers and owners of businesses should have the necessary communication skills to communicate effectively in the business world. According to Bhardwaj and Punia (2013), planning attributes refer to the ability to plan effectively for what needs to be achieved, to coordinate properly and to involve all relevant stakeholders. It also includes being able to determine the necessary sequence of activities and required level of resources to achieve both short and long-term goals.

## Network Attribute

The network attributes are “the ability of entrepreneurs to develop and maintain long-term relationships with customers, suppliers, and other interested stakeholders (Mejri & Zouaoui 2020). Network attributes is considered to be a company-specific ability to handle, use, and exploit inter-organizational relationships (Ritter & Gemünden, 2016). This recognises that firms are embedded in networks of cooperative and competitive relations with other organizations (Anderson *et al.* 2015). Within these networks the inter-organizational relationships are long-term arrangements, maintained for some overall functional purpose. However, according to Ritter *et al.* (2016) there appears to be substantial differences in the ability of firms to deal with networks.

Ritter *et al.* (2016) noted that the term attributes is used to describe resources and preconditions, i.e., qualifications, skills, or knowledge, necessary to perform certain tasks without considering the actual execution of the task - often the pretext of RBT. But, they also recognize attributes as a process and incorporate both aspects in their conceptualisation of network attributes. They further distinguish between the tasks that need to be performed in order to manage a company’s technological network and (on the other hand) the qualifications, skills, and knowledge that are needed in order to perform these tasks.

## Empirical Review

### Managerial Attributes and Growth of Micro and Small Enterprises

Ncube and Chimucheka (2019) conducted a study on the effect of managerial attributes on the performance of small and medium enterprises in Makana Municipality, South Africa. The study followed a quantitative research approach. Data was collected using the survey method by way of a self-administered questionnaire, which was distributed to a sample of 96 SMME owners and managers in Makana Municipality. It was found that communication attributes, planning attributes, self-management attributes, and global awareness attributes have an effect on the performance of the SMMEs. However, teamwork and strategic action attributes did not show any effect on the performance of SMMEs. The study concluded that managerial attributes have an effect on the performance of SMMEs. Having established the effect of managerial attributes on the performance of SMMEs in Makana Municipality.

Sidek and Mohamad (2016) conducted a study on managerial attributes and small business growth. Using data collected from microfinance participants in Kelantan and Terengganu and applying the Structural Equation Modelling approach, this study found that all the managerial attributes dimensions – technical, generic and conceptual skills – had positive and significant impacts on small business growth. While consolidating the theories that managerial attributes explain business growth, this study has several limitations.

Gathoni, Gichunge and Mutegi (2021) researched on managerial attributes and growth of Micro-Small Enterprises in Kiambu County, Kenya. Descriptive research design was used and data collected from 1274 micro and small enterprises owners or managers. Stratified random and simple sampling was used to arrive at 304 micro and small enterprises. The collection of data was done via questions emailed online by the researcher to micro and small enterprises owners. Descriptive measures and regression analysis were used to explain the relationship between variables. It was discovered that the majority of respondents used various innovative technologies in their businesses, including Mshwari and KCB-Mpesa mobile banking technology.

Mashavira and Chipunza (2021) conducted a study on managerial conceptual attributes and the performance of small and medium-sized enterprises in Zimbabwe. The study adopted a purely quantitative approach that employed a structured direct survey design. The study established that owners and/or managers had reasonable levels of conceptual attributes and that SMEs performed fairly well in terms of both innovation and return on investment (ROI). It was found out that statistically significant relationships existed between managerial conceptual attributes and SME performance when measured by innovation and ROI. In view of the results, it can be concluded that the performance of SMEs in terms of innovation and ROI can be influenced, to some extent, by owner and/or managers' conceptual attributes.

Njiru and Njeru (2020) conducted a study on the effect of financial management attributes practices on sustainability of small and medium enterprises in Kenya. The study employed descriptive survey design to realize the intended objectives. The target population under study was the 1015 registered SMEs in Embu County and its environs. The researcher applied stratified random sampling technique since the population was heterogeneous. The study employed questionnaires and document analysis guides to collect required data from a sample of 102 SMEs. The collected data was coded, quantified and analyzed qualitatively and quantitatively. Quantitative data was analyzed by the use of statistical package for social scientists (SPSS) whilst qualitative data was analyzed by content analysis. A substantial number of respondents had not applied entrepreneurial attributes practices in their business operations. The study also established that majority of respondents measured business sustainability in terms by trends in profit, increase number of customers as well as age of business. The study concluded that the key entrepreneurial attributes practices were found to have a substantial impact on sustainability of SMEs in Embu town and its environs

### **Network Attributes and Growth of Micro and Small Enterprises**

Tehseen and Hassan (2018) researched on impact of network attributes on firm's performances among Chinese and Indian entrepreneurs: a multi-group analysis. A total of 200 retailers and wholesale owners in Klang Valley, Malaysia participated in a face-to-face survey. The collected data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) and multigroup analysis was performed to test the hypotheses developed. Findings revealed network attributes to have a positive impact on all four types of firms' performances among Chinese entrepreneurs. However, for Indian entrepreneurs, network attributes was found to have a positive impact only on perceived financial performance and perceived performance relative to competitors. A significant difference was also found between Chinese and Indian entrepreneurs regarding the impact of network attributes on perceived business growth.

Gathoni, Gichunge and Mutegi (2021) conducted a study on the influence of network attributes and Growth of Micro-Small Enterprises in Kiambu County, Kenya. Descriptive research design was used and data collected from 1274 micro and small enterprises owners or managers. Stratified random and simple sampling was used to arrive at 304 micro and small enterprises. The collection of data was done via questions emailed online by the researcher to micro and small enterprises owners. Descriptive measures and regression analysis were used to explain the relationship between variables. As part of their network strategies, the majority of the respondents partnered up with other vendors for joint sales, approached former clients, and created multiple revenue streams. Cautious decision-making, taking manageable risks, careful risk analysis, and measured moves all had an effect on a company's growth

Mejri and Zouaoui (2020) conducted a study on the network attributes and growth of new micro small and medium Businesses. This document attempts to better understand the impact of

entrepreneurial attributes on the growth of the company. The research was carried out using a questionnaire sent to 181 micro, small and medium-sized enterprises (MSME's) newly created. For the analysis of the results we have mobilized the method of structural equations. The results confirmed that the growth of the company is well influenced by managerial and networking attributes.

Human and Naudé (2016) conducted a study on the relationship between network attributes, network capability, and firm performance: A resource based perspective in an emerging economy. The paper considers the relationship between these “resources” and subjective measures of firm performance. The analysis is based on data extracted via a multi-informant mail survey of business managers in South Africa. Confirmatory factor analysis, structural equation modelling and multiple regression analysis were employed to test a conceptual model based on prevailing literature. In addition to providing greater clarity on relational effects depicted in the model, the paper also aims to contribute to scale development and the rich debate on network management challenges.

Fryczynska (2020) researched on organizational Networks and Networking Attribute. Much attention is put on differentiating it from other types of attributes and other network objects, and identifying its behavioral manifestations, as the frequency of such behaviors can be used as a measure of an individual's networking attributes level. Employment-related variables and characteristics that affect networking attributes are analyzed in depth, as is the impact of networking attributes on career success and employability—thus laying a foundation for transformation in network organization management, employee relations, and individual career development.

## RESEARCH METHODOLOGY

This study employed a descriptive research design. Kothari (2012) cited in Abok (2015) defines research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in the perspective. The study targeted 187 managers/owners of registered SMEs in Nairobi County (Nairobi City County, 2021). The study collected primary data using semi-structured questionnaires. Specifically, respondents were targeted to provide information needed for the study. The study used a five point Likert scale to collect data on the dependent variable and the independent variables. Nominal scale was used to collect data on the demographic information of the respondents (Creswell & Creswell, 2017). Collected data was analyzed using both quantitative and qualitative techniques. In qualitative technique, the researcher performed content analysis on the findings collected from the open ended questions and presented in prose form. SPSS (version 22) was applied in analysing quantitative data where descriptive statistics were computed and presentations done in percentages, means, SD and frequencies. Displaying of the information was done in table and figures. To facilitate this, responses were tallied, percentages of variations computed and data described and interpreted in line with study's objectives and assumptions.

## RESEARCH FINDINGS AND DISCUSSIONS

### Response rate

The researcher sampled 187 respondents who were each administered with the questionnaires. From the 187 questionnaires 181 were completely filled and returned hence a response rate of 96.8%. The response rate was considered as suitable for making inferences from the data collected. Smith (2011) indicates that a response rate that is above fifty per-cent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence,

the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

## Descriptive Analysis of the Variables of the Study

### Managerial Attributes and Growth of Micro and Small Enterprises

Table 1 indicate the results on the statements regarding the the role of managerial attributes on growth of micro and small enterprises in Nairobi City County, Kenya. From the results, the respondents agreed that the management is proactive in identifying and addressing challenges that could hinder growth. This is supported by a mean of 3.943 (std. dv = 0.981). In addition, as shown by a mean of 3.926 (std. dv = 0.850), the respondents agreed that the management promotes a customer-centric approach to ensure customer satisfaction and loyalty. Further, the respondents agreed that the management actively seeks and leverages partnerships and collaborations for growth. This is shown by a mean of 3.911 (std. dv = 0.914). The respondents also agreed that the management has a clear understanding of the competitive landscape and uses this knowledge to stay ahead. This is shown by a mean of 3.896 (std. dv = 0.947). With a mean of 3.889 (std. dv = 0.856), the respondents agreed that the management demonstrates strong problem-solving and conflict resolution skills. The respondents agreed that the management emphasizes long-term planning and sustainability in the growth strategy. This is supported by a mean of 3.876 (std. dv = 0.694). In addition, as shown by a mean of 3.764 (std. dv = 0.892), the respondents agreed that the management effectively tracks and measures performance indicators to monitor growth.

**Table 1: Managerial Attributes and Growth of Micro and Small Enterprises**

	Mean	Std. Deviation
The management is proactive in identifying and addressing challenges that could hinder growth.	3.943	0.981
The management promotes a customer-centric approach to ensure customer satisfaction and loyalty.	3.926	0.850
The management actively seeks and leverages partnerships and collaborations for growth.	3.911	0.914
The management has a clear understanding of the competitive landscape and uses this knowledge to stay ahead.	3.896	0.947
The management demonstrates strong problem-solving and conflict resolution skills.	3.889	0.856
The management emphasizes long-term planning and sustainability in the growth strategy.	3.876	0.694
The management effectively tracks and measures performance indicators to monitor growth.	3.764	0.892
<b>Aggregate</b>	<b>3.898</b>	<b>0.873</b>

### Network Attributes and Growth of Micro and Small Enterprises

The statements concerning the impact of network attributes on growth of micro and small enterprises in Nairobi City County, Kenya are presented in Table 2. From the results, the respondents agreed that through business networks, my enterprise has gained access to potential clients and customers. This is supported by a mean of 3.996 (std. dv = 0.865). In addition, as shown by a mean of 3.919 (std. dv = 0.945), the respondents agreed that business networks have facilitated partnerships and collaborations that have contributed to the enterprise's growth. Further, the respondents agreed that the business networks have provided access to resources and funding opportunities for growth. This is shown by a mean of 3.898 (std. dv = 0.611). The respondents also



agreed that the business networks have enabled their enterprise to stay updated on industry trends and developments. This is shown by a mean of 3.831 (std. dv = 0.908). With a mean of 3.761 (std. dv = 0.776), the respondents agreed that their enterprises actively seek feedback and support from other network members to improve its products or services. From the results, the respondents agreed that networking has helped their enterprise identify and enter new market segments. This is supported by a mean of 3.743 (std. dv = 0.897). In addition, as shown by a mean of 3.671 (std. dv = 0.923), the respondents agreed that the business networks provide a platform for knowledge sharing and learning from other successful entrepreneurs.

**Table 2: Network Attributes and Growth of Micro and Small Enterprises**

	Mean	Std. Deviation
Through business networks, my enterprise has gained access to potential clients and customers.	3.996	0.865
Business networks have facilitated partnerships and collaborations that have contributed to the enterprise's growth.	3.919	0.945
The business networks have provided access to resources and funding opportunities for growth.	3.898	0.611
The business networks have enabled my enterprise to stay updated on industry trends and developments.	3.831	0.908
My enterprise actively seeks feedback and support from other network members to improve its products or services.	3.761	0.776
Networking has helped my enterprise identify and enter new market segments.	3.743	0.897
The business networks provide a platform for knowledge sharing and learning from other successful entrepreneurs.	3.671	0.923
<b>Aggregate</b>	<b>3.872</b>	<b>0.841</b>

## Inferential Analysis

### Correlation Analysis

The results in Table 3 show there was a very strong relationship between managerial attributes and growth of micro and small enterprises in Nairobi City County, Kenya ( $r = 0.836$ ,  $p$  value = 0.002). The relationship was significant since the  $p$  value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Ncube and Chimucheka (2019) who indicated that there is a very strong relationship between managerial attributes and SME growth. Moreover, the results revealed that there is a very strong relationship between network attributes and growth of micro and small enterprises in Nairobi City County, Kenya ( $r = 0.845$ ,  $p$  value = 0.001). The relationship was significant since the  $p$  value 0.001 was less than 0.05 (significant level). The findings conform to the findings of Tehseen and Hassan (2018) that there is a very strong relationship between network attributes and SME growth.

**Table 3: Summary of Pearson's Correlations**

		SME growth	Managerial Attributes	Network Attributes
SME growth	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	181		
Managerial Attributes	Pearson Correlation	.836**	1	
	Sig. (2-tailed)	.002		
	N	181	181	
Network Attributes	Pearson Correlation	.845**	.289	1
	Sig. (2-tailed)	.001	.061	
	N	181	181	181

**Regression Analysis****Table 4 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.940	0.884	0.885	0.582

**Table 5 Analysis of Variance**

	Sum of Squares	d.f	Mean Square	F	Sig.
Regression	12.027	4	3.018	81.57	.000 <sup>b</sup>
Residual	6.568	176	.037		
Total	18.595	180			

**Table 6 Regression of Beta Coefficient and Significance**

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	0.311	0.082		3.793	0.003
	managerial attributes	0.387	0.091	0.388	3.593	0.003
	network attributes	0.386	0.099	0.387	3.890	0.000

a Dependent Variable: growth of micro and small enterprises

The r-squared for the relationship between the independent variables and the dependent variable was 0.884. This implied that 88.4% of the variation in the dependent variable could be explained by independent variables. F calculated was 81.57 while the F critical was 2.423. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data.

According to regression model results, managerial attributes have a significant effect on growth of micro and small enterprises in Nairobi City County, Kenya ( $\beta_1=0.387$ , p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Ncube and Chimucheka (2019) who indicated that there is a very strong relationship between managerial attributes and SME growth. The results also revealed that network attributes have significant effect on growth of micro and small enterprises in Nairobi City County, Kenya, ( $\beta_1=0.386$ , p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The

findings conform to the findings of Tehseen and Hassan (2018) that there is a very strong relationship between network attributes and SME growth.

## Conclusion

The study concludes that managerial attributes have a positive and significant effect on growth of micro and small enterprises in Nairobi City County, Kenya. Findings revealed that planning skills, communication skills and strategic action influence growth of micro and small enterprises in Nairobi City County, Kenya. In addition, the study concludes that network attributes have a positive and significant effect on growth of micro and small enterprises in Nairobi City County, Kenya. Findings revealed that multiple Revenue Streams, joint Sales and client network influence growth of micro and small enterprises in Nairobi City County, Kenya.

## Recommendations of the Study

Based on the findings, this study recommends that the management of MSEs in Nairobi City County should; Encourage managerial teams to participate in leadership development programs and workshops to enhance their leadership skills. Strong leadership fosters a positive work culture, empowers employees, and promotes effective decision-making. In addition, the management should implement data-driven decision-making processes and encourage collaboration among management members to ensure well-informed and timely decisions that support growth initiatives. In addition, the management should actively participate in business networks, industry associations, and trade groups. These networks provide valuable opportunities for knowledge sharing, collaboration, and access to potential clients, customers, and partners. In addition, the management should utilize digital platforms and social media to expand the enterprise's network and reach a wider audience. Digital marketing and online networking can help MSEs connect with potential clients and partners.

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