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MANUFACTURING ENTERPRISES IN NAIROBI, KENYA**

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MANUFACTURING ENTERPRISES IN NAIROBI, KENYA**

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ABSTRACT

Small and Medium Enterprises are recognized as important drivers of economic growth, productivity, innovation and employment and are widely accepted as key aspect of economic growth. Despite the considerable attention paid on SMEs growth, to date no theories have been able to adequately explain why some SMEs grow while others fail. Research has suggested that entrepreneurial decision making styles could be a contributing factor but this line of thought has not been investigated empirically. This study investigated the effect of entrepreneurial decision making styles and the growth of small medium-sized manufacturing enterprises in Nairobi, Kenya. The objective was to determine the associations between intuitive and analytical decision styles and growth of manufacturing SMEs in Nairobi County. The study adopted descriptive research design and it targeted 34 manufacturing SMEs in Ruaraka Sub County. The participants were owner managers and assistant managers. Population census was used to get the study participants. Questionnaires were used to collect data. Data were analyzed using descriptive statistics, and correlation analysis with the aid of SPSS. Regression analysis was done with the help of basic regression model. The results showed that there was a strong positive relationship between the intuitive decision making style and the growth of SMEs. That there was a weak relationship between the analytical decision making style and the growth of SMEs. The study concluded that entrepreneurial the intuitive decision making style has a positive effect on the growth of manufacturing SMEs in Nairobi. The study recommended that providers of business development services (BDS) should include decision making style in their training programs to assist entrepreneurs in focusing on critical decision making styles. The entrepreneurs should be made aware of their own decision making styles' strengths and weakness, this can assist in the growth of SMEs.

Key Words: Decision Making Style, SMEs, Growth of businesses

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INTRODUCTION

Decision making style is a pattern in which individuals approach decisions that are important. It involves different processes which include; combining activities or perception, information, analysing and problem solving (Al Jassim, 2014). Decision making style of an entrepreneur depends on personality and approach towards solving a problem. These styles are critical in the growth and development of enterprises. Every entrepreneur has his own decision making style depending on his abilities, experience and background (Organ and Freherly 2016). According to Anita and Jasmina (2017) there are four entrepreneurial decisions making style, analytical style, conceptual, behavioral and directive. People disagree in two areas when it comes to decision making style this include the individual way of thinking and persons tolerance for uncertainty. When it comes to uncertainty decision making style can be state as directive, conceptual, behavioral and analytical.

Entrepreneurship has been seen as the procedure and decision making activities used by owner managers or managers of small medium enterprises that lead to the support of business growth (Al Jassim, 2014). It is additionally observed as way in which organization make entrepreneurial decision which leads to growth (Wiklund & Delmar, 2013). According to Estalami & Nejad, (2018), it is essential to know the process of business growth, especially to understand how entrepreneur's decision making style shape growth, how entrepreneurs get access to resources and configure them to achieve growth.

According to Opinya (2015), the growth of the future economy of any given country will be as a result of small and medium enterprises (SMEs) growth. In less developed countries research indicates that SMEs have failed to progress into medium sized firms. A study by Kenya National Bureau of statistics (2018) state that 400,000 SMEs die before they reach their second birthday and only a few reach fifth year. This

leads to concerns of how this sector can be sustained, and decision making styles could be one of the possibilities of great concern.

Small and Medium Enterprises in Kenya have played a big part in the development of the economy. SMEs are the key source of job opportunities for both the skilled and unskilled workers as well as a supply of income for the country (Mong'are, 2017). According to the study by Kenya Economic Report (2017), the contribution of SMEs in the GDP is above 60 percent. About 95 percent of manufacturing firms are SMEs and they contribute about 20 percent of sectors gross domestic product. However over the years the manufacturing sector have experienced decline in total GPD. It has decreased from 11.8 percent in 2011 to 9.2 in 2016 (KNBS, 2017). In 2016 the growth of the sector decreased from 7.2 percent in 2011 to 3.5 percent in 2016 which is against the Vision 2030 (UNIDO, 2015). To secure the sector there is a need to develop competitive manufacturing SMEs to enhance growth of the manufacturing industry (KAM, 2017). Over the years many interventions have been implemented not so quite well but none has addressed entrepreneurial decision making styles.

Problem Statement

Despite of existence of many interventions to stimulated SMEs growth, research on SMES growth indicate that most small businesses do not grow (KNBS, 2017). Empirical evidence shows that 43.3 percent of the businesses that close do so during the first year of operation, 9.5 percent closed within the first 3 years while 11.2 percent closed between 6 and 10 years. In total 67% of SMEs fail to grow due to many factors; however Schreier et al, 2018; Namusonge, 2014 suggested that entrepreneurial decision making styles could be a contributing factor but this line of thought had not been investigated empirically.

The objective of this study was to determine the relationship between entrepreneurial decision

making style and the growth of small medium-sized enterprises in Nairobi City County. The study was guided by the following specific objectives;

- To investigate the association between intuitive decision style on the growth of manufacturing SMEs in Nairobi, Kenya.
- To establish the association between analytical decision making style on the growth of manufacturing SMEs in Nairobi, Kenya.

LITERATURE REVIEW

Theoretical Review

The study was anchored on three theories which include; Rowel and Mason model of decision making (1987), general decision making style theory and Churchill and Lewis Theory (1883). The Rowel and Mason Model of Decision Making (1987), states that individuals act under the preponderant influence of the left hemisphere or of the right hemisphere of the brain. In analytical thinking the left hemisphere is dominant while in intuitive reasoning right hemisphere is dominant. The model came up with four decision making styles: analytical, behavioral, conceptual and directive.

The general decision making style theory was developed by Scott and Bruce (1995). They proposed five decision making styles; rational, intuitive, spontaneous, avoidant and dependent. The styles capture specific characteristics on individual differences in approaching and managing decision making. The individuals who use rational style rely on wide information before making any decision. On the other hand individuals with intuitive style they are inclined to feeling and guts. Individuals with spontaneous style they do not waste a lot of time while making decisions hence their decisions are made quickly. Avoidant individuals, they avoid making decision while individual with dependent style they mostly like changing the tasks of making decision to others. Majority of Researchers have used GDMS

since it is reliable (Raffaldi, Iannello, Vittani & Antonietti (2012).

The Churchill and Lewis theory (1883), the model is commonly used for small businesses and it help to understand the stage that the business is in. When the entrepreneur understands the stage which the business is, he is able to know how to allocate his resources and plan for growth of his business. The model states that the five stages of business development are: existence, the survival, success stage, the take off stage and finally the resource maturity stage.

Empirical Literature

Intuitive Decision Making Style

Intuitive in entrepreneurship can be defined as a psychological behavior consisting of decision process mainly guided by intuition in which experience has more weight than formation, especially in the early stages of business development (Alvarez, Arango and Corudas, 2013). Many successful business owners credit their prosperity to using the intuitive decision making style. Some of the world top entrepreneurs such as Steve Jobs, and Bill Gates, among the prestigious and effective business people have perceived that their prosperity was because of using intuitive decision making style among other factors (Mill, 2012).

Schreier, Udomkit and Macchi (2018), found that the decisions made by SME's owner managers and culture intelligence profile will end up having a higher intuitive intelligence leaders and higher level of cultural intelligence. The study by Umukoro and Okurane (2017), found that there was a decrease in value of career achievement and coaching support on entrepreneurial intuition. This ends up limiting the natural potential of business people, it was prescribed training on entrepreneurship should be included in all categories of post-secondary institutions.

Alvarez et al (2013) found that intuitive decision making style of entrepreneur depends on leadership ability and skills to motivate others. Intuitive style is more visible in startup stage and it does not have any positive relationship on the previous experience of the entrepreneurs. As per Elbanna et al (2014), the moderating role of external environment should not be left out since they have an impact on decision making style. It was also found that the link between conflict and the use of intuition in decision making is positively influenced by market uncertainty turbulence.

Analytical Decision Making Style

Analytical decision making style is associated with entrepreneurs who have tolerance for ambiguity for work. People with analytical decision making style have a lot more prominent resilience for uncertainty and more psychological complex identity. They require more data and thought for choices since they center around specialized choices. (Jamian, Sidhu & Aperapar (2011). The study by Lejarraga and Martinez-Ros (2014), found that for firms to increase in size they rely on analytical decision making style for innovation.

Allison and Hayes (2012), in their study they discovered that analytic thinkers show a noticeable orientation towards careful routines with a high structural degree and strong logical characteristics. Analytical thinking is strength within the stage of business growth process. According to Kickul, Gundry, Barbosa & Whitecananck, (2009), People with analytical decision making style they have high entrepreneurial self-efficacy for arranging, marshaling of assets, and usage phases of the endeavor creation process. Their innovative aims are persuaded by their self-adequacy convictions with respect to their ability to do those exercises of arranging the new business persuading others to put resources into it, and dealing with its development.

Business Growth

Business grow by receiving diverse systems, for instance they may embrace innovation to increase growth. Growth comes as a result of good management of resources which is dependent on decision making styles. These resources may include information acquired, finances and assets among others (Coad, Frankish and Storey (2013). Small and medium enterprises which experienced growth show positive increase in sales, employment return on assets and increased market share and eventual growth (Federico and Capellaras, 2015). When an enterprise is launched, the entrepreneur expects it to grow. The growth can be rapid or slow and often involves an expansion of organization scope and the size of the operations (Gakobo, 2013).

Several studies have been conducted on SMEs growth. The study by Donvito, Acuti, Mazzoli and Grazzini (2016) stated that; age and size are factors to consider for the growth of young SMEs; however they are less important for the growth of old SMEs. The study by Hunjira, Iftikhar, Mehmood and Ullah (2018), found that financial determinants of profitability, leverage and innovation have a positive and significant impact on firm growth in Pakistan context.

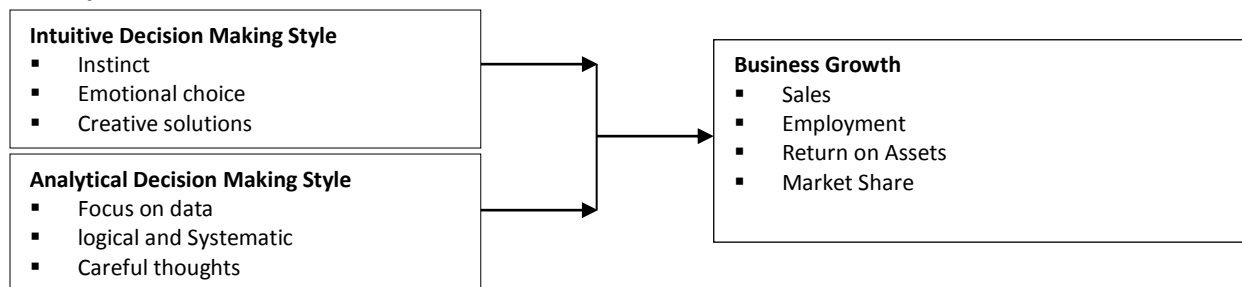
The study by Shibia and Barako (2017) indicates that positive entrepreneur perception of the fairness and affordability of the courts, access to formal credit, connections to utilities, and lower incidences of crime, entrepreneur education and experience positively affect SMEs growth. The study by Coad et al (2018) found that sales growth for new ventures is characterized by positive persistence and then it turns negative as firms grow old. Young firms can experience two alternate periods of positive growth, new firms experience an early sustained growth while older firms have more consistent growth paths.

The study by Maliranta and Numi (2019) on how the owner's characters and employees are related to business growth. The study found that previous experience in a high-productivity firm strongly

predicts high productivity and survival for entrepreneur's new venture and that business owner's high education in technical field is positively related to firm growth. The study by Campbell and Park (2017), found that resources such as social

capital, intellectual capital, entrepreneurial orientation and strategic management of community as a stakeholder has a positive significant effect on the growth of businesses.

Conceptual Framework



Independent Variables

Figure 1: Conceptual Frame Work

Source: Author (2018)

Dependent Variable

METHODOLOGY

The study adopted descriptive research design and it targeted 34 manufacturing SMEs in Ruaraka Sub County. The participant of the study included owner managers and assistant managers. The researcher used population census as a sampling technique since the population was small. Data was obtained through the use of questionnaires. To measure intuition and analytical styles ten questions from Scott and Bruce (1995) questionnaire on general decision making style were adopted. Scott and Bruce (1995) reported high levels on internal consistency and face validity. They stated that the internal consistencies of the scale ranged from 0.50 to 0.80. Lejarraga and Martinez-Ros (2014) supported the instruments validity.

Data collected was edited, coded and then analysed using descriptive statistics and correlation analysis with the aid of SPSS. Regression analysis was calculated with the help of basic regression model. On ethical considerations the researcher got permission from the University and a research permit from National Commission for Science, Technology and Innovation.

RESULTS

The general information on the demographic features of respondents it was found that the sample of the study comprised of 68 respondents out of 68 questionnaires 50 were duly filled and returned. According to Mugenda and Mugenda (2003), a response rate of 50% would be considered adequate. On the gender the study indicated that 76% are operated by males while 24% are operated by females. The study agreed with the study by Njeru et al (2012), which found that males are more likely to be involved in business than females. On the age of the respondents 35.3% fell between the age brackets of 30 to 39 years, 31.4% were aged between 40 - 49 years and 15.7% were aged between 20 - 29 years and 15.7% were aged above 50 years. The study agreed with the study by Gimmon et al (2018) that, the highest rate of enterprise growth and success comes from the entrepreneurs who are in middle age. On the level of education of the respondents, the study showed that 39.2% of the respondents had a University degree, 45.1% had gone up to college, and 13.7% had gone up to secondary. This agreed with a study by Gielnik et al (2018), that there is significant

relationship between entrepreneurial education and business growth.

The study sought to know how entrepreneurs in small medium enterprises go about making important decisions. The findings were presented below;

Entrepreneurial Decision Making Styles

Table 1: Intuitive Decision-Making Style

	N	Mean (M)	Std. Deviation
	Statistic	Statistic	Statistic (SD)
When making a decision, I rely upon my instincts	50	3.36	1.509
When I make decisions, I tend to rely on my intuition	50	3.52	1.233
I generally make decisions that feel right to me	50	3.84	1.376
When I make a decision, it is more important for me to feel the decision is right than to have a rational reason for it	50	3.60	1.429
When I make a decision, I trust my inner feelings and reactions	50	3.98	1.301
Overall mean aggregate	50	3.66	1.370

Source: Survey data (2019)

According to table 1 mean of 3.36 and standard deviation of 1.506 implied that respondents neither agreed nor disagreed that when making decision they rely upon instincts, a mean of 3.52 and standard deviation of 1.233 implied that the respondents somewhat agreed that when making decisions they rely on intuition, mean of 3.84 and standard deviation of 1.376 implied that respondents somewhat agreed that they generally make decisions that feel right for them, mean of 3.60 and standard deviation of 1.429 implied that respondents somewhat agreed that when making decision it is more important for them to feel the decision is right than to have a rational reason for it. Lastly a mean of 3.98 and standard deviation of 1.301 implied that respondents trust their inner feelings and reactions when making entrepreneurial decision. With the overall aggregate of 3.66 and standard deviation of 1.370 the study showed that most of the respondents somewhat agreed that they use intuitive decision making style when making important decision on business growth. The study agreed with Organ and O’Flaherty (2016)

that intuitive decision making style has a positive effect on the growth of an enterprise.

Analytical Decision Making Style

The researcher sought to find out how entrepreneurs go about making important decision on business growth using analytical decision making style. According to table 2 below the study found that, respondents strongly agreed (M=4.60, SD=0.948) that they double check their information sources to be sure that they have the right facts before making a decision, Mean of 4.56 and standard deviation of 0.787 implied that the respondents strongly agreed that they make decisions in a logical and systematic way, mean of 4.60 and standard deviation of 0.948 implied that respondents strongly agreed that decision making requires careful thought, mean of 4.62 and standard deviation of 0.805 implied that respondents strongly agreed that when making decision they consider various options in terms of a specific goal. Lastly, mean of 4.38 and standard deviation of 0.967 implied that respondent explore all options before making a decision.

Table 2: Analytical Decision Making Style

	N	Mean (M)	Std. Deviation(SD)
	Statistic	Statistic	Statistic
I double-check my information sources to be sure I have the right facts before making a decision	50	4.60	.948
I make decisions in a logical and systematic way	50	4.56	.787
My decision making requires careful thought.	50	4.60	.948
When making a decision, I consider various options in terms of a specific goal.	50	4.62	.805
I explore all of my options before making a decision.	50	4.38	.967
Over all mean aggregate	50	4.55	0.891

The study showed that the total aggregate mean was 4.55 which implied that the respondents strongly agreed that they used analytical decision making style to make decisions on business growth. It was also found that analytical style is the highly used than intuitive decision making style by SMEs in manufacturing sector in Nairobi County. This concurred with Lejarraga and Martinez-Ros (2014) that firms that had developed in size mostly use analytical decision making style to enhance growth.

Small Business Growth

Data was sought on small and medium sized enterprises growth. This was done so as to determine whether the manufacturing SMEs had experienced growth over the period under study. The findings were presented. According to number of years the firm had been in business it was found that 5.9% of businesses were less than one year old 31.4% were 2 to 5 years old, 21.6% were 5 to 10 years old, while 39.2% were more than 10 years old. The result showed that most of the businesses had been in operation for more than 10 years. This agreed with the study by Coad et al, (2018) that age is a factor to consider for the growth of young SMEs. According to the number of employees in 2018 to date the study indicated that 49% had less than 10 employees, 25.5% had 10 to 50 employees while 26.5% had above 50. This was an indication of that the firms experienced growth in employment. On the measures of growth 62.7% of the sampled population uses sales to measure growth, 2% use employees, while 29.4%

use assets and lastly 3.9% uses market share. This indicated that the majority of sampled businesses use sales to measure growth. On new investment the results showed that 92% have made new investment or expenditure intended to growth while 8% had not made any new investment. This indicates that sampled businesses had experienced growth in areas of investment or expenditure.

The extent to which intuitive decision making style affects measures of growth

The study sought to find out the extent in which intuitive decision making style affects measures of growth. The results indicated that the respondents were neutral (M=2.76, SD = 1.164) on whether intuitive decision-making style causes an increase in sales, they were also neutral (M=2.64, SD 1.225) that intuitive decision making causes employment growth. M=2.7, SD =1.216 implied that respondents were neutral that intuitive decision-making style causes an increase in assets. M = 2.72, SD=1.161 implied that the respondents were neutral on whether intuitive decision-making style causes an increase in market share. This showed that the respondents were not sure whether intuitive decision making style affects measures of growth. The overall aggregate of 2.72 and standard deviation 1.191 implied that the respondents neither agreed nor disagreed that intuitive decision making style affects measures of growth. The study agreed with the study by Umokoro and Okurume (2017), that there is a decrease in the use of intuition among the entrepreneurs.

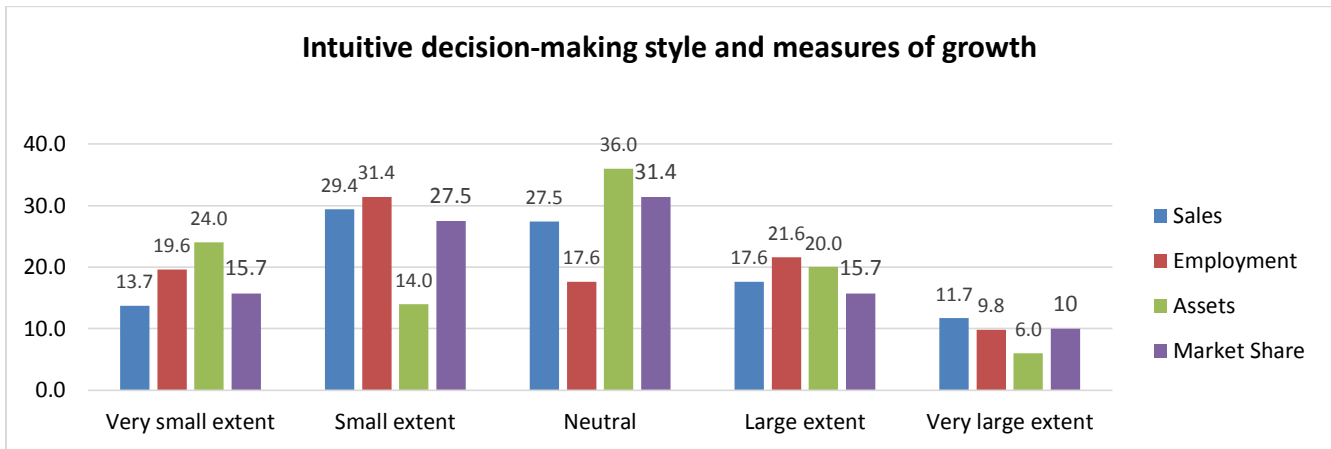


Figure 2: Intuitive decision-making style and measures of growth

Source: Survey Data (2019)

The extent to which Analytical decision making style affects measures of growth

The study sought to find out to what extent analytical decision making style affects measures of growth. The results showed that to a large extent (M = 3.48, SD = 1.199) analytical decision-making style cause an increase in sales, the respondents were neutral (M= 3.36, SD= 1.290) on whether analytical decision-making style causes employment growth, to a large extent (M= 3.50, SD=1.298) analytical decision-making style causes an increase in assets and lastly respondents indicated that to a large extent (3.72,

SD=1.107) analytical decision-making style cause an increase in market share. The overall aggregate of mean of 3.52 and standard deviation of 1.233 it implied that the respondents somewhat agreed that analytical decision making style affects measures of growth. This study supported the study by Lejarraga and Martinez-Ros (2014) on the size, research and development productivity and decision making style carried out on Spanish firm that discovered that for firms to increase in size they rely on analytical decision making style.

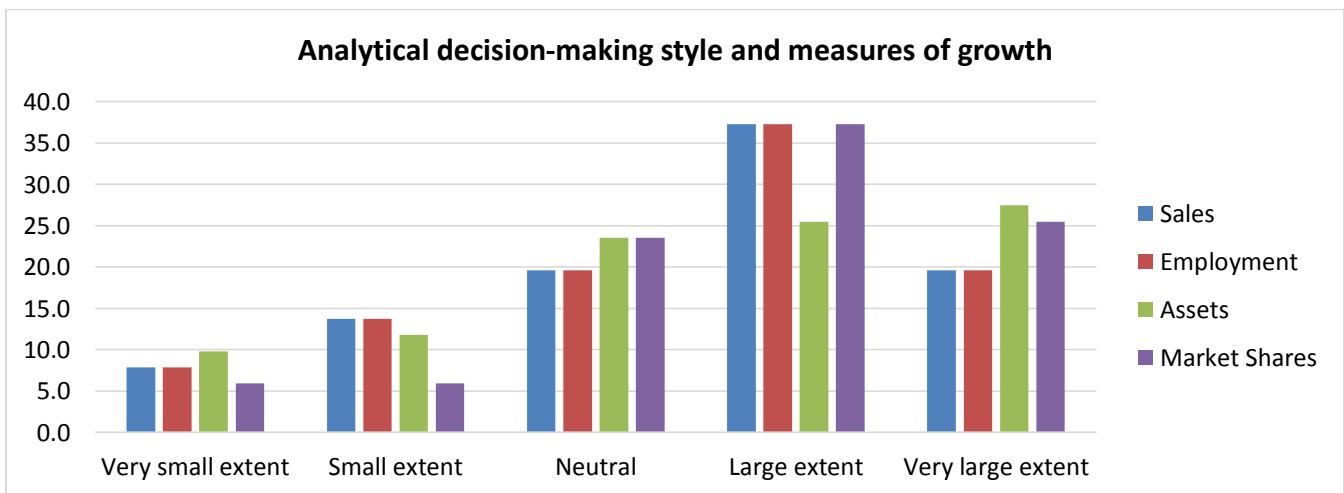


Figure 3: Analytical decision-making style and measures of growth.

Source: Survey Data (2019)

The extent which intuitive decision-making style has contributed to the growth of the firm

The study sought to find out the extent to which intuitive decision-making style had contributed to the growth of the firm. The findings are presented below.

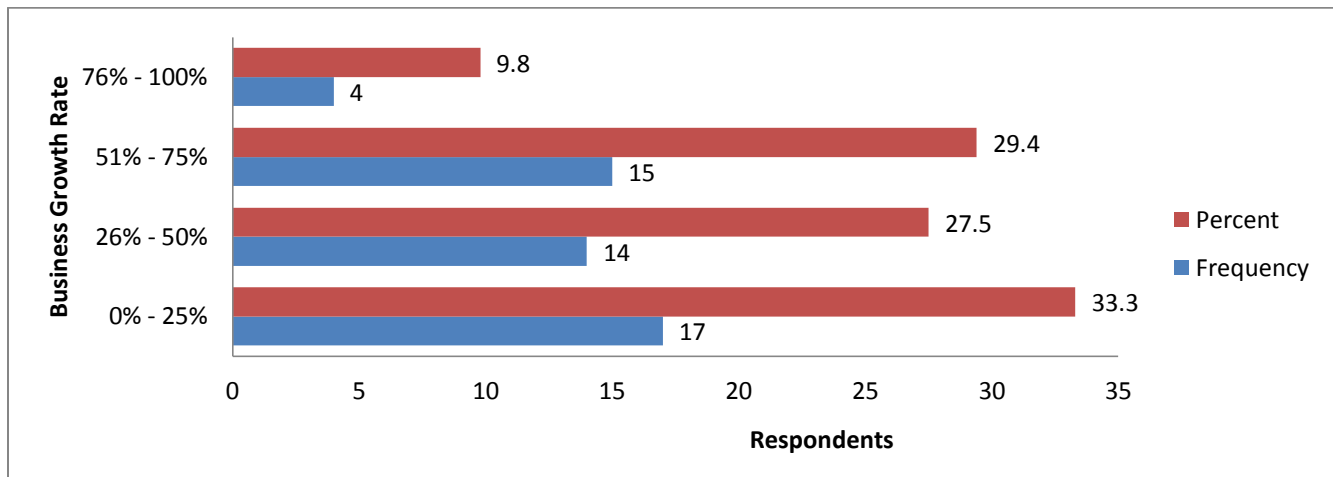


Figure 4: The extent which intuitive decision-making style has contributed to the growth of the firm.

Source: Survey Data (2019)

According to figure 4 the results showed that 33.3% of respondents indicated that intuitive decision making had contributed 0 - 25% of the firm growth, 27.5% stated that it had contributed 26 - 50%, 29.4% indicated that it had contributed 51 – 75%, 9.8 % indicated that had contributed 76 -100% of the firm growth. The study showed that majority of respondents (33.3%) stated that the intuitive decision-making style had contributed 0 - 25% growth of the firm which showed a limited growth. The study concurred with the study by Alvarez et al (2013)

which stated that intuitive behavior of entrepreneurs is moderate and that it is more commonly used at early stages of business growth.

The extent which analytical decision-making style has contributed to the growth of the firm

The researcher further sought to find out the extent to which analytical decision-making style had contributed to the growth of the firm. The findings were presented below:

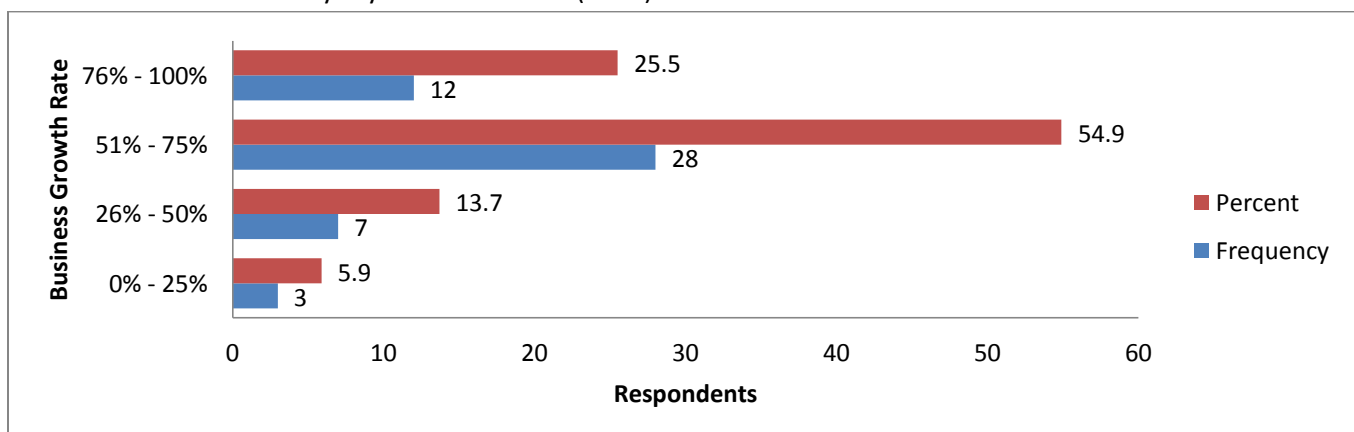


Figure 5: Extent to which analytical decision making style has contributed to the growth of the firm

Source: Survey Data (2019)

The study found that 5.9% of the respondent stated that the analytical decision-making style had contributed 0 - 25% of the growth of the firm, 13.7% stated that it had contributed 26 -50% of firm growth, 54.9% stated that it had contributed 51- 75 %, lastly 25.5% stated that it had contributed 76 -

100% of the firm growth. Majority of the respondents agreed that analytical decision making style had contributed 51 – 75 percent of the growth of the firm. The study concurred with the study by Martinez-Ros (2014) that stated that firm that increase in sized they rely on analytical decision making style.

Table 3: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.961 ^a	.923	.942	.271

a Predictors: (Constant), Intuitive decision making style, and Analytical decision making style

According to table 3 the coefficient of determination (R^2) was 92.3% which implied that the two variables in this study i.e. intuitive decision making style, analytical decision making style accounted for 92.3 percent.

Test of Analysis of Variance (ANOVA)

ANOVA was used to assess whether statistical model could be fitted to a data set from which the data were sampled.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	126.225	3	27.860	311.67	.007
	Residual	14.579	42	0.691		
	Total	143.804	45			

a. Dependent Variable: Business Growth
 b. Predictors: (Constant), Intuitive Decision Making Style, Analytical Decision Making Style

Source: Survey Data (2019)

According to the table 4, $F_{(3,42)}$ with p-value of 0.007 which was less than 0.05 significant level was used in this study. This implied that the regression model

was statistically significant and therefore could be relied to answer the research objectives.

Table 5: Determinants of Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-204	.016		-1.593	0.008
	Intuitive Decision Making	1.016	.019	0.178	2.987	.002
	Analytical Decision Making	.461	0.014	0.031	2.874	0.017

a. Dependent Variable: Business Growth

Source: Survey Data (2019)

According to table 5 the two independent variables and their corresponding t-statistics and p-values were indicated. The significance level (0.05) was compared with the p-values to determine whether a given variable was statistically significant or not.

$$Y = 0.204 + 1.016X_1 + 0.461X_2 + e$$

The first objective of the study was to determine the effect of intuitive decision-making style on the growth of manufacturing SMEs in Nairobi County. From the findings the regression coefficient and p value were ($\beta = 1.06$, $P = 0.002 < 0.05$) respectively which showed that intuitive decision making style had a positive statistically significant effect on business growth of SMEs in Nairobi County.

The second objective of the study was to determine the effect of analytical decision-making style on the growth of manufacturing SMEs in Nairobi County. From the findings the regression coefficient and p value were ($\beta = 0.461$, $P = 0.017 < 0.05$) respectively which showed that analytical decision making style had a positive statistically significant effect on business growth of SMEs in Nairobi County.

CONCLUSION

The study concluded that, intuitive decision making style had a positive and statistical significant effect on the growth of small medium-sized manufacturing enterprises in Nairobi County. Analytical decision

making style had a positive and statistical significant effect on the growth of small medium-sized manufacturing enterprises in Nairobi County. The results showed that there was a strong positive relationship between the intuitive decision making style and the growth of SMEs and a weak relationship between the analytical decision making style and the growth of SMEs.

The researchers recommended that the government should come up with sector specific policies that will enhance the growth of small medium-sized manufacturing enterprises. It also comes up with specialized training, seminars and workshops on entrepreneurial decision making style. This is to equip the entrepreneurs with more knowledge and skills to make them more productive.

The entrepreneurs should be made aware of their own decision making styles. This will make them aware of their preferences styles and the strengths and weakness of their approaches. The entrepreneurs will be able to seek to develop those areas where they are weaker and/or work with others who exhibit styles that are complementary to their own.

The study focused on the two entrepreneurial decisions making style (intuitive and analytical). Further research should be conducted to include other entrepreneurial decision making style.

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