

## RELATIONSHIP BETWEEN FINANCE AND SUSTAINABILITY OF SMALL TEA ENTERPRISES IN KENYA

**Paul Maina Mathenge**

School of Business,

Dedan Kimathi University of Technology, Kenya.

**Corresponding Author email: mathenge\_paul@yahoo.com**

**Prof. Muruku Waiguchu**

School of Business,

Dedan Kimathi University of Technology, Kenya.

**Prof. Mwita Marwa**

School of Business,

Dedan Kimathi University of Technology, Kenya.

**CITATION:** Mathenge, P., M., Waiguchu, P., Marwa. M. (2018) Relationship Between Finance and Sustainability of Small Tea Enterprises in Kenya. International Journal of Economics and Finance. Vol. 7 (1) pp 59 – 79.

### ABSTRACT

This study presents findings on factors that influence sustainability of small tea enterprises in Kenya. Specifically, the study sought to assess the influence of enterprise characteristics on sustainability of small tea enterprises, analyze the influence of the way of doing business on sustainability of the enterprises, explore the relationship between finance and sustainability, examine the relationship between resources and sustainability and analyzed how independent variables (enterprise characteristics, way of doing business, finance, resources, product and services) influence the dependent variable (sustainability) on small tea enterprises in Kenya. The population of the study is an estimated 420,000 small tea entrepreneurs who are members of Kenya Tea Development Agency spread in the seven tea-growing regions in Kenya. The study was a cross-sectional survey, and descriptive in design, carried out in the seven tea-growing regions. The study used a mixed method, which involved both qualitative and quantitative data analysis. Self-administered questionnaires were used for primary data collection while journals, books and the Internet were used for secondary data collection. Factor analysis was used to measure the variability among the variables. For test statistics, p-value less than 5% was considered significant. Cronbach's analysis was used to test the equality of means of all independent variables. A regression model was also developed to establish the strength of the relationship between the dependent variable and independent variables. Presentation of information was done using mean scores and percentages and standard deviation. The findings indicated that four out of five hypotheses of the study were supported. These findings, it is hoped, will bridge the gaps in literature, identify and articulate alternative models for assessing sustainability of small tea enterprises for adoption, and will be used in the academia, agribusiness and by policy makers to improve the tea sector in Kenya.

**Key words:** *Finance, Sustainability of small tea enterprises*

### Background of the Study

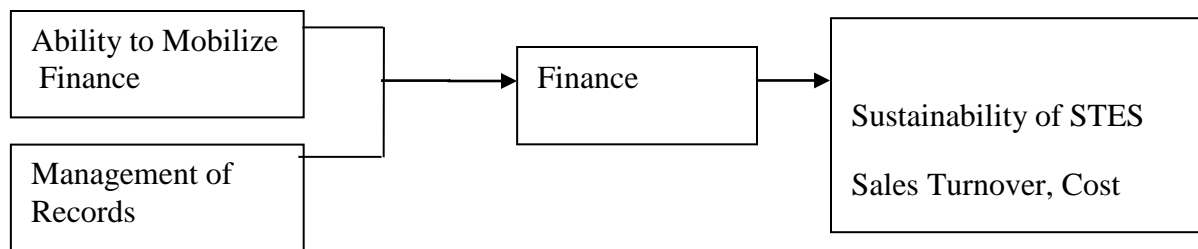
Lutteken et al., (1999), Nurul (2005), Naude (2010), Berner & Gomez (2012) who highlighted that three out of five small businesses fail due to various problems. Berner & Gomez (2012) indicated that small business enterprises create more jobs than big enterprises and are key contributors to the economy as well as being instrumental in eradication of poverty. Yusuf (1995), while analyzing key success factors for small business enterprises stressed the key role they play but yet noted the high rate of failure of these enterprises.

Small tea enterprises as used in this study refer to tea farming activity in small acreage for economic purposes or for making profit as characterized by Kaberi (2013). It is notable that despite these enterprises fitting the European Union's definition and characterization of a small enterprise either by sales turnover or number of employees, little is known about these important players of economy. The study, therefore, not only sought to operationalize this definition but also to point out the small tea enterprises in this perspective while at the same time investigating the critical sustainability issues that the enterprises can leverage on.

Apart from the significant role that these small tea enterprises play in the economy of the country, they generally continue to raise sustainability and long-term growth questions. For instance, it is notable that despite the small tea enterprises contributing over 60 percent green tea output in the country and subsequently earning 60 percent of the country's foreign exchange income, the majority of owners of these enterprises still continue to live on less than a dollar per day.

### Specific Objectives

To explore the relationship between finance and sustainability in small tea enterprises in Kenya.



### Literature Review

#### Theory of Opportunity Cost

From the times of Theen (1823); Mill (1848); Walras (1874); Von Wieser (1876); Von Bohmbawerk (1894); Wicksteed (1914); Knight (1921); & Rodan (1927); the theory of opportunity has been discussed and with time has become clear that it is an important element in entrepreneurial studies. The theory simply states that something worth of value is given up when options are made in favor of something else perceived to have a higher value. The next best alternative forgone is the opportunity cost; since resources are scarce, the choices would imply

opportunity cost therein (what the farmer would have done with his land if he did not use it to grow tea) Prasch (1996).

What can be done best and at a lower opportunity cost gives room for specialization and enhances trade between individuals and countries. This is sometimes referred to as comparative advantage. The farmer who produces tea at a lower opportunity cost from the fact that his land is ideal for growing tea compared to other land use has comparative advantage. The very fact that land is scarce and to mobilize its use requires a farmer to make entrepreneurial decision on what best to produce on his land qualifies him to be an entrepreneur. If the land is diverted to other uses the farmer has to gauge whether it would be less suitable. In this study the farmer is better off in growing tea. Various theories have been advanced in the development of entrepreneurship as a discipline as depicted in the following paragraphs.

### **Resource-Based Entrepreneurship Theory**

The arguments presented in this theory put into focus the notion that access to finance, social and human capital gives rise to opportunity-based entrepreneurship and new venture growth (Davidson *et al.*, 2003). The concept of human capital was originally developed to approximate employers' income from their investment in human capital. This was adapted to entrepreneurship research by Utsch & Rauch (2005) in which they highlighted that formal education, training, employment or experience, start-up experiences, owner's experience, parents' background, skills and knowledge constitute enterprise success.

Individuals with more or higher human capital achieve higher performance when executing tasks as proposed by Dimov & Shepherd (2005). They demonstrated that human capital variables are positively related to nascent entrepreneurs, a view supported by Davidson & Honing (2005). Human capital theory assumes that people endeavor to receive rewards for their investment in human capital, which leads to enterprise success (Utsch & Rauch, 2005). The enterprise's success depends on the owner's capability to perform entrepreneurial tasks of discovering and exploiting business opportunities (Shane & Venkataraman, 2000). They further indicated that prior knowledge adds to the owner's alertness to discover particular opportunities not visible to others that are used in planning and venture strategy. This becomes a determining factor on the success of the enterprise. The success is equated with survival in the sense that the enterprises that keep running and make economic profit are perceived as successful (Bruederl, Preisendoerfer & Ziegler (1992). Firms' success is dependent on their resource endowment and lack of resources though a challenge to success can be mitigated through diversification (Wernerfelt, 1984).

According to Shane & Venkataraman (2000) environmental scanning, making decisions on the opportunities and coming up with strategies of utilizing these opportunities, management and leadership are all means to success. In summary, the resource-based entrepreneurship theory emphasizes that entrepreneurs make every effort to obtain financial returns from their venturing activities equivalent to their human capital investment. The missing point was about management of these resources or governance which if not well coordinated, success could be hard to come by.

The Giessen Amsterdam Model of Small Business Enterprises Success supports the resource-based theory as it considers human capital combined with personality and defined goals. When the three factors are combined with strategies in the right environment, they give success to the small business enterprises. The model argues that personality and human capital (i.e. education

and experience) factors have a function in goals and action strategies and determine the success of small business enterprise (Rauch & Frese, 2000).

Rauch and Frese noted that the Giessen Amsterdam Model of small business success had no direct arrows from personality, human capital, and environment through to success notwithstanding such relationship having been studied. He responds that this was under assumption that there is no success without action, which is determined by goals and strategies.

These theories looked at a wide range of factors that influence success in small business enterprises, especially key factors such as resources, the entrepreneur psychological capacity and economic factors. This research adapted this model as a convenient way of individual business analysis using human capital, goals and strategies to study success of small businesses. Taking it further, the study incorporated enterprise characteristics, way of doing business, finance, resources, products and services as the factors that affect the tea farmer within the context of his farm (enterprise) which the farmer has control of, in determining the sustainability of small tea enterprises.

Literature is short of information on a combined theory that serves all factors that influence sustainability in small tea enterprises. However, Rauch & Frese (2000) highlight that the Giessen Amsterdam Model of entrepreneurship success best represents goals as the factor that mainly determines the success of small enterprises, though not without limitations. Goals and objectives are not often separated from strategies as Venkataraman (1989), noted which often makes it hard for evaluation of success. Frese (1995) had tried to draw a line by equating strategy to action; for instance, he stated that a strategy implies action and entrepreneurs try to translate goals into action. Other scholars like Davidson (1998) indicated that goals are related to growth experience. Baum, Calobrese, & Silverman (2000) stressed that goals and visions have an effect on the performance of small enterprises. Jennings & Beaver (1997) equated small enterprises success with attainment of objectives mainly economic profit. In this study success is equated with sustainability which is a holistic approach to continuous exploitation of available resources with due consideration to environment and future generation and ensuring stable quality and increases in farmers' tea yields and revenue.

The Giessen Amsterdam Model of small business enterprises success is presented below depicting the inter-relationship of key variables with success. It is a good attempt, in view of this study, of amalgamating the drivers of success and their connectedness.

### **Effects of Financial Record Management**

According to the Tea Research Foundation of Kenya Strategic Plan (2010 – 2015), though the tea industry in Kenya has had enviable growth record, returns from the enterprise have declined due to stagnating unit prices of processed tea and increasing production costs. This study attempts to establish the strategies of ensuring that small tea enterprises improve their ability to maintain and manage their financial records, thus to track the small tea enterprise's financial performance in order to make informed decisions. Available empirical literature had little information on financial record keeping by small tea entrepreneurs.

### **Sustainability**

Brundtland Commission (2007) defined sustainability as a course of development that serves the needs of the present without compromising the ability of future generations to meet their own needs. It is exploitation of natural resources, distribution of investments, and the course of

technological development and organizational change that are in agreement with each other for both present and future generation. This is a departure from the neoclassical definition that sustainability is about economic management of different types of capital; namely, natural capital, human or social capital, manufacturing capital and maintaining these to the long run (Cohen & Winn, 2007).

The commission further stresses that sustainability is constant commitment of the business to behave justly and contribute towards financial development while improving the quality of life of the workforce, the families and local community. A wider consideration in the area of sustainability in entrepreneurship is articulated by Cohen & Winn (2007); that sustainability entails a process where the entrepreneur strives for profit and for developing the local or international environmental and social well-being. This requires that the process of entrepreneurship create contributory and restorative interaction with human ecological systems. This perspective takes into consideration the aspect of continuing commitment an enterprise makes to behave ethically and contribute to economic development while improving the quality of life of the owners, workforce and community at large (Cohen & Winn, 2007).

The above definition agrees with what Shane & Venkataraman (2003), suggested that sustainability in entrepreneurship is about identifying new opportunities for creating value for customers or users of products and services and commercially developing those opportunities to establish a profitable venture. Three things that emerge from their definition are that sustainability takes meaningful care in people, planet and profit. Small tea entrepreneurs' sustainability will depend on how well farmers adopt technologies and practices that do not harm the environment, are easily accessible to be used to improve output and the well-being of the entrepreneurs and their households (Kaberi, 2013). It would mean that sustainability could be measured in terms of sales turnover against cost.

In the case of small tea holders, it can be measured by the sales turnover or green leaf delivered for sale less costs of it (Urban & Naidoo, 2012). Literature provides many definitions of business growth and ways of measuring success. The definitions provided by literature consider measuring business success with total or comparative change in sales, assets productivity and profit, among others (Olawale & Garwe, 2010). Sustainability in the small tea enterprises is measured by sales turnover and costs as indicator of performance in this study. The high sales of green tea mean sustainable performance of small tea enterprises.

## **Research Methodology**

### **Philosophy of the Study**

The theories already presented in literature had a bare focus on small tea entrepreneur and testing these theories in the Kenyan context was paramount. Fundamental question was why would people hold on to businesses that do not make profit and continually drains whatever wealth of the person? Would the theories in question fit in our Kenyan context here and now? Why do most of the start-ups enterprises fail at such a high rate? Could it be that we do not the same meaning for small and medium enterprises with the rest of the developed There were no sufficient answers to these questions and an inquiry into the state of affairs of small tea enterprises in Kenya necessitated a research that could contribute to finding answers to these grey areas. There was no theory from literature that explained small tea farming in Kenya.

## Research Design

The study was a cross-sectional survey, quantitative and descriptive in design. The three main purposes of the study are to describe, explain and validate findings. Description emerges following creative exploration and serves to organise the findings in order to fit them with explanations, and then test or validate those explanations (Krathwohl, 1993). The survey was carried out in nine Counties (Kisii, Kericho, Bomet, Kiambu, Muranga, Nyeri, Meru, Kirinyaga and Kakamega) in Kenya with high concentration of small tea entrepreneurs using the seven regions set by KTDA. The decision was based on the tea growing regions in Kenya. The study collected data from 14 selected factories from four tea-growing regions based on the KTDA cluster. Adopting KTDA high and low bonus pay list based on the factories from the seven tea growing zones explains how the study arrived at the 14 factories. This made the classification simple and less time-consuming. The fact that KTDA uses the same strata of factories strengthens the choice of the classification.

The study used a quantitative method to collect data, which was then quantified using statistical analysis in order to design the relationship between the variables of the study and to draw generalized association. Self-administered questionnaires were used for primary data collection. Journals, books and Internet were used for secondary data collection. A survey enabled the researcher to obtain data about practices, situations or views at one point in time through questionnaires. The use of survey permitted the researcher to study more variables at one time than was typically possible in laboratory or field experiments, whilst data can be collected about real tea farming environments.

## Target Population

The target population was 420,000 small-scale tea farmers who are members of Kenya Tea Development Agency spread throughout tea-growing regions in the country. This is the KTDA documented estimate of small tea holders in Kenya (KTDA, 2012). The population was thought to be rich in information and covered adequately the variables involved in the study. The study was selected on the strength that it involves a careful and complete analysis on entire activity to be studied and emphasizes depth rather than the breadth of a study Bartlett, Kotrik & Higgins (2001); Mugenda & Mugenda (2003); Saunders *et al.*, (2009); Kelly, Clark, Brown, & Sitzia (2013), recommend that the study population should be fully representational as in census if possible. Often, constraints like time, finance and geographical spread of the population make it difficult to engage the whole population in the study hence a representational sample can be used. They recommended that the method used should enable the sample to be generalized about the population of the study. The study's target population constituted of small tea entrepreneurs in Kenya, managed by KTDA in their respective factories since they are organized in groups with common production, processing, marketing and management characteristics.

## Sampling Design

The study collected data using a questionnaire instrument from a mix of stratified and simple random samples by involving small farmers from select factories following the KTDA regional classification. The regions were stratified in order to have a better geographical representation.



## Sampling Frame

A sample frame is a list that includes every member of the population from which subjects are to be taken. A sampling frame is also an objective list of the population from which the researcher can make a selection. The basic idea of sampling is selecting some of the elements in a population so that the researcher may draw conclusions about the entire population. A sampling frame should be a complete and correct list of population members only, bearing in mind that larger samples outperform small ones due to the strength of the sample. “The larger the sample size, the better” as one is assured of sufficient representation of the population as recommended and emphasized by Cooper and Schindler (2003).

Bartlett *et al.*, (2001) argue that there is no defined sample frame and literature does not provide a definite framework. They suggest that the research should frame the sample in such a way that the sample frame achieves a representative character for the population of study. A fact supported by Kelly *et al.*, (2013) that the sampling frame should not just be limited to time and financial constraints but the researcher should consider a frame that will give a sample good enough to strengthen the statistics during analysis phase and be representative of the population of the study.

Mugenda & Mugenda (2003) suggest that where resources are not a constraint a researcher should take as big a sample size as possible. This guides the sample framework. The unit of this study constituted entrepreneurs with not more than two acres of land under tea or not more than six thousand tea bushes who are members of KTDA, as this defines the small tea entrepreneur in this study.

## Sampling Technique

According to Cooper and Schindler (2003), sampling is done in order to lower costs, increase the speed of data collection, greater accuracy of results and availability of population elements. The study used stratified samples drawn from the seven regions using the KTDA high-low bonus payment in 2012/2013. The sampled factories based on bonus payment gives a list of farmers with two acres and below. Using randomized sampling, by the help of Excel software, the list was run to give the specific farmer with their membership numbers and names. A sample of 40 farmers from every factory was employed, with each farmer traced right to the farm.

## Sample Size

The study adopted Yamane (1967) simplified formula to calculate sample size using the equation

$$n = \frac{N}{1+N(e)^2}$$

A 95% confidence level and  $p=0.05$  was assumed for Equation where  $n$  is the sample size,  $N$  is the population size and  $e$  is the level of precision.

$$n = \frac{420,000}{1+420,000(.05)^2}$$

$$n = 399.99 = 400$$

Kish (1965), suggests that sample size is often increased by 30 per cent to compensate for non-response. He also posits that the number of administered surveys or planned interviews can be substantially larger than the number required for a desired level of confidence and precision.

$$\text{Hence } n = 399.99 = 400 + 400(0.30) = 400 + 120$$

$n = 520$  (Sample Size for  $\pm 5\%$  Precision level, where Confidence Level is 95% and  $p=0.05$ )

Barlett *et al.*, (2001) argue that sample size depends on many factors, such as the number of variables in the study, the type of research design, the methods of data analysis and size of the accessible population. They go ahead to argue that “One of the very advantage of quantitative methods is the ability to use smaller groups of population to make inferences about larger groups that would be prohibitively expensive to study”. When determining the sample size, it is vital to put measures to deal with non-response. Mugenda & Mugenda (2003) suggest that where time and resources allow, a researcher should take as big a sample size as possible. The study took advantage of available time and resources to interview a little more respondent above the minimum 520 as reflected above to a sample size of 680.

### **Data Collection Methods**

A self-designed questionnaire was used to gather the research data. The questionnaire consisted of two parts: The first comprised demographic characteristics and profile information of the respondents; the second consisted of questions which were intended to measure factors of small tea enterprises’ sustainability using the five-point Likert scale; from “Strongly Agree” to “Strongly Disagree.” The factors considered were enterprise characteristics, way of doing business, finance, resources, product and services. In the third part, the respondents were asked to score the importance of the perceived small enterprises’ sustainability. A five-point Likert scale was used in this part, from “Strongly Agree” to “Strongly Disagree.” This was used to generate quantitative data.

A questionnaire was used to collect primary data by way of interviews. The respondents targeted were farmers who have run small tea enterprises for the last 15 years and are involved in day-to-day running of these businesses. The data collection instrument was developed and organized on the basis of the specific study variables to ensure relevance to the research problem. The structure of the questionnaire was clear, easy to understand and straight forward to ensure that the respondents answered the questions with ease.

The questionnaires were administered to randomly sampled farmers, from a sample size of 680 farmers. The study took due care to make sure the respondents understood the questions well enough to answer as correctly as possible. Random supervision was carried out among the assistants during the interview process. At data capture, the study had quality control measures to ensure data accuracy and effective process in handling. These included statistical checks to make sure that correct answers for open-ended questions were entered and that questionnaires were well structured.

### **Data Analysis**

The data gathered was analyzed and presented using descriptive statistics. The checks also ensured that correct and accurate data was captured into its respective or designated design format. Preliminary statistical checks were carried out on frequencies on obligatory questions. Exportation of data was done using tables and data sheets to validate that all the entries were properly captured.

Pearson’s correlation was used to assess the magnitude of relationship and associations. The study used the p-value statistic in test of alternative hypothesis and separation of mean. Descriptive statistics used included frequencies, measures of central tendencies and measures of dispersion (standard deviation, range or variance). Inferential statistics was used in measurement



of significance of the relationships and differences between or among the variables. Multiple regression analysis was used as the study had multiple variables to determine whether the five independent variables have any significant effect towards sustainability of STEs in Kenya. Cronbach's alpha values were computed to assess the internal consistency aspect of reliability of the multi-item scales measuring the study's variables. The Statistical Package for Social Sciences (SPSS) version 16 was employed to analyze the data.

### Regression Model

The study used multiple regression method of data analysis, which the study found to be appropriate whenever a quantitative variable (the dependent or criterion variable) is to be examined in relationship to any other factors (expressed as independent or predictor variables). The regression model sought to find out the relationship between the variables and predict future outcome.

$$\hat{y} = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:  $\hat{y}$  = Estimated value of STE's sustainability

$\beta_0$  = Intercept

$X_1$  = Finance (Capital)

$B_1$  = Gradient / Change in  $X_3$

$\varepsilon$  = error variable (factors outside the regression model)

The regression model sought to find out the relationship between the variables and predict future outcome at 95% confidence level ( $\alpha = 0.05$ )

## Results

### Data Return Rate

The study distributed and administered six hundred and eighty (680) questionnaires. Out of these, a total of six hundred and sixty (660) questionnaires were returned and ten (10) were rejected for failing the inclusion criterion. This translated to a response rate of 97 per cent that was considered acceptable. Six hundred and fifty (650) questionnaires were used for data analysis. According to Mugenda & Mugenda (2003) a response rate of 50 per cent is considered adequate for research purposes. Table 4:1 depicts the return rate:

*Table 4.2 Study's Data Return Rate*

Target population	680
Returned	660
Rejected	10
Examined	650

*Source: Primary data (2013)*

### Tea Enterprise Ownership as a Factor of Enterprise Characteristics

It is quite encouraging that 513 farmers (79 per cent) wholly own their land and continue influencing proceeds from tea as most of the decisions on the smallholder tea farms are made by the owners. Ownership of land is key factor in determining the access to loans and credit facility. It is used as collateral. Table 4.13 below represents these findings:

*Table 4.13: Frequency Ranking of Sustainability of Small Tea Enterprises Ownership*

	Frequency	%	Valid %	Cumulative %
Strongly Disagree	33	5.1	5.1	5.1
Disagree	78	12.0	12.0	17.1
Neither	26	4.0	4.0	21.1
Agree	234	36.0	36.0	57.1
Strongly Agree	279	42.9	42.9	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

Sustainability in the enterprise can only be achieved when farmers have the capacity and right to make informed and independent decisions over their farms. This is hugely supported by land ownership among tea enterprises. It is equally important to own land, which is considered as an asset and collateral in case of sourcing of funds from the finance institutions.

#### **Lease of tea farm**

The study found that leasing tea farms is slowly becoming a new trend among tea entrepreneurs, with 32 per cent of respondents advocating for the trend against 210 farmers (60 per cent) who do not lease their farms (Table 4.14).

*Table 4.14 Frequency Ranking of Sustainability of Small Tea Enterprise by Leaseholds*

	Frequency	%	Valid %	Cumulative %
Strongly Disagree	319	49.1	49.1	49.1
Disagree	78	12.0	12.0	61.1
Neither	45	6.9	6.9	68.0
Agree	182	28.0	28.0	96.0
Strongly Agree	26	4.0	4.0	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

The perception emanates from the fact that many farmers who own small parcels of land have low levels of income or view tea farming as insurance against challenges arising from lack of decent income from other enterprises. Those who lease their farms find it convenient due to stable income from rent. The study notes that efforts need to be put in place to provide farmers with incentives so that they appreciate and safeguard their tea enterprise. This will improve the level of sustainability and development in the tea growing regions. It is imperative to have farmers by choice than circumstantial farmers, who can pull out of the venture with the slightest income attractive venture other than tea.

### Way of Doing Business as a Factor of Sustainability

The Way of doing business entails how the farmer plans, coordinates and controls his business. The way he networks is critical in gathering current information on labour and market situation. Cooperating with workers and other farmers in the same business is crucial to the success of his enterprise.

### Networking and Co-operation as a Factor of Way of Doing Business

From the study, 286 farmers (44 per cent) lacked sufficient capacity to network thereby hampering their bargaining power with financial institutions, tea factories and the government. It is only 43 per cent of farmers who had the capacity to network with various partners within the tea farms (Table 4.15a).

*Table 4.15a: Frequency Ranking of Networking on Sustainability of Small Tea Enterprises*

	Frequency	%	Valid %	Cumulative %
Strongly Disagree	208	32.0	32.0	32.0
Disagree	71	10.9	10.9	42.9
Neither	85	13.1	13.1	56.0
Agree	260	40.0	40.0	96.0
Strongly Agree	26	4.0	4.0	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

This implies that 44 per cent of the farmers embraced the fact that networking with the key players in the tea sector would help them improve their way of doing business. This would also help them to access vital information related to tea farming from the Internet, journals or articles. Networking is important in gathering information about farming activities and schedules of the factories where farmers delivers the green leaves. Lack of this information may lead a farmer to pick their tea outside the scheduled dates which leads to green leaves wastage and loss. The farmer is left with the option of throwing away the green tea leaves since the factory cannot take in the leaves.

Networking was important as farmers got information of when to attend agricultural meetings or farmers field schools. Free exchange of information on farming schedules, weather updates, fertilizer availability and application, green tea delivery days among others, proved beneficial to the farmers and was highly ranked. The odd adage that information is power cannot be underscored in this regard.

### Co-operation as a way of doing business

From the respondents interviewed, 76 per cent realize that co-operation with the stakeholders in the tea sector would help them improve their way of doing business (Table 4.15b).

*Table 4.15b: Frequency Ranking of Co-operation on Sustainability of Small Tea Enterprises*

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	33	5.1	5.1	5.1
Disagree	19	2.9	2.9	8.0
Neither	104	16.0	16.0	24.0

Agree	357	54.9	54.9	78.9
Strongly Agree	137	21.1	21.1	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

Co-operation with other players in the tea sector is a major role in maximizing the output of the small tea farmers. It enhances growth, information sharing, expansion, innovation and research on the areas affecting small tea enterprises. One area of importance was the certification programme going on. Buyers are insistent on traceability, which is done through certifications. Cooperating with tea buyers is vital for the tea to access the markets and fetch good prices.

### **Knowledge Sharing as a Factor of Way of Doing Business**

The study noted that 72 per cent of the farmers shared information freely mainly about labourers' pay, the time the truck collected the green leaf, factory meetings, farmers' field schools, pruning recommendations, picking rounds and fertilizer application (amount to apply and when). The farmers had better green tea output compared to those who were undecided on network and knowledge sharing (Table 4.16).

*Table 4.16 Frequency Ranking of Knowledge Sharing on Sustainability of Small Tea Enterprises*

	Frequency	%	Valid %	Cumulative Percent%
Disagree	59	9.1	9.1	9.1
Neither	123	18.9	18.9	28.0
Agree	416	64.0	64.0	92.0
Strongly Agree	52	8.0	8.0	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

Networking and sharing of knowledge help the small tea farmers to not only learn from each other in terms of improvement in skills, but also raises their bargaining power and voice. Sharing of knowledge also helps improve the output, especially knowledge on new superior varieties of tea and good crop husbandry. The study appreciated the fact that farmers' knowledge of when to apply what fertilizer was key to achieving good leaves.

### **Communication as a Factor of Way of Doing Business**

The study found that 534 farmers (82.1 per cent) have continued to communicate with partners, suppliers, customers and employees and majority of them are involved in planning within their enterprises. It also noted that 10.9 per cent of the farmers interviewed did not have an idea on how the communication with partners and suppliers would help them to sustain their enterprises, whereas 6.9 per cent of the farmers interviewed disagreed that communication at all levels improves their way of doing business (Table 4.17a).

*Table 4.17(a): Frequency Ranking of Communication with Partners*

	Frequency	%	Valid %	Cumulative %
Strongly Disagree	26	4.0	4.0	4.0
Disagree	19	2.9	2.9	6.9

Neither	71	10.9	10.9	17.8
Agree	515	79.2	79.2	97.1
Strongly Agree	19	2.9	2.9	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

From the study, 82.9 per cent of the farmers interviewed agreed that they had access to information from the centre managers and clerks which enabled them to act in a timely manner on the issues related to their products. It also noted that 16 per cent of the farmers had no access to any form of communication as a result of their location hence affecting timely actions on their products; for example, delivery (Table 4.17b).

*Table 4.17 (b): Frequency Ranking of Accessibility to Communication*

	Frequency	%	Valid %	Cumulative %
Strongly Disagree	7	1.1	1.1	1.1
Neither	104	16.0	16.0	17.1
Agree	454	69.8	69.8	86.9
Strongly Agree	85	13.1	13.1	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

Table 4.17 (a) and Table 4.17 (b) above imply that communication with fellow tea farmers and their suppliers was adequate, although this was only applicable to the lower levels. This means that farmers and centre managers were able to communicate but it was very hard for information to flow from the top level; that is, from the directors to the farmers.

Rarely did farmers receive information from the top; for example, on issues to do with prices, bonus and factory expenses. Sometimes decisions are made without them being involved and at times they get the news from the media. From the study findings, 76 per cent of the respondents agreed that planning is an important aspect in tea farming while 6.9 per cent of the farmers interviewed did not even have an idea of what planning would entail. It also found that 17.1 per cent of the respondents refuted the idea that tea farming would use the component of planning to maximize their outputs (Table 4.17 c).

*Table 4.17 (c): Frequency Ranking of Respondent's Planning Ability*

	Frequency	%	Valid %	Cumulative %
Disagree	111	17.1	17.1	17.1
Neither	45	6.9	6.9	24.0
Agree	449	69.1	69.1	93.1
Strongly Agree	45	6.9	6.9	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

Good planning contributes to maximized profits and farmers' confidence in the enterprise. Continuous training ensures the farmers keep pace with market requirements. They also learn new production techniques developed from research department. In this study, 493 farmers (76 per cent) will be able to sustain tea production as they access continuous training and improvement within their enterprises.

### Use of Outside Professionals and Advisors as a Factor of Way of Doing Business

More than half of respondents in the study (58.9 per cent) agree that their capacity has been enhanced through use of field extension officers and other professionals and, as a result, guaranteed higher green leaf output.

The study exemplifies that a lot of effort needs to be employed in the sector as 268 farmers (41.1 per cent) have no access to training and improvement or cannot access professionals or advisors (Table 4.18).

*Table 4.18: Frequency Ranking of the Use of Outside Professionals and Advisors*

	Frequency	%	Valid %	Cumulative %
Strongly Disagree	156	24.0	24.0	24.0
Disagree	33	5.1	5.1	29.1
Neither	78	12.0	12.0	41.1
Agree	338	52.0	52.0	93.1
Strongly Agree	45	6.9	6.9	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

Tea farming is designated as a potential agricultural venture, feasible enterprise and essential source of income to residents in the targeted regions. Where farmers had access to services of extension workers, soil analysts and weatherman reports, they had high green leaf output than those farmers who could not access these services. For a sustainable smallholder tea sector, it is necessary to have human resources that will enhance tea production through their skills.

### Enterprise Finance (capital) as a Factor of Sustainability

From the study, 57.2 per cent of the respondents interviewed were in agreement that capital is a necessity for the growth of the smallholder tea sector. They argued that if they had enough capital they would be able to improve their tea farms through applying fertilizer and manure as required and on time. Out of the interviewed group, 39.8 per cent disagreed that capital would be an issue for sustainable growth in small tea farming. They argued that tea farms do not require management or much attention and that they depended heavily on rain and weather, meaning that little can be done to improve the output (Table 4.19).

*Table 4.19: Frequency Ranking of Financial Ability*

	Frequency	%	Valid %	Cumulative
Strongly Disagree	136	20.9	20.9	20.9
Disagree	123	18.9	18.9	39.8
Neither	19	2.9	2.9	42.8
Agree	346	53.2	53.2	96.0
Strongly Agree	26	4.0	4.0	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

Despite the fact that tea production does not yield a lot of returns, the small-scale farmers are attached to the enterprise because it generates constant income throughout the year unlike the other competing non-tea farm activities. It is also a source of employment to most of them hence they might not mind whatever returns they generate from tea farming activities. The cost of



credit has become very expensive and is considered a challenge as noted by 259 farmers (40 per cent) (Table 4.20). Those farmers who do not own farms found it very difficult to access credit, as they had no collateral.

*Table 4.20: Frequency Ranking of Cost of Credit*

	Frequency	%	Valid %	Cumulative %
Strongly Disagree	13	2.0	2.0	2.0
Disagree	91	14.0	14.0	16.0
Neither	26	4.0	4.0	20.0
Agree	390	60.0	60.0	80.0
Strongly Agree	130	20.0	20.0	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

From the study findings, 48 per cent of the farmers agreed that cost of credit was not a challenge to them and had access to funds on time. As a result, they managed their farm operations on time and this as well helped them to improve their production. The study also found out that 42 per cent of the farmers interviewed were in agreement that the cost of credit was a challenge to them hence they could not take loans to improve their farm operations. They equally could not acquire farm inputs on time (Table 4.21).

*Table 4.21: Frequency Ranking of Cost of Credit not a Challenge*

	Frequency	%	Valid %	Cumulative %
Strongly Disagree	188	28.9	28.9	28.9
Disagree	85	13.1	13.1	42.0
Neither	65	10.0	10.0	52.0
Agree	260	40.0	40.0	92.0
Strongly Agree	52	8.0	8.0	100.0
Total	650	100.0	100.0	

*Source: Primary data (2013)*

The finding shows that some of the farmers did not have a problem with getting loans from the financial institutions, as cost of credit was not a challenge to them. Most of them never calculated the cost of credit out of ignorance. They could take loans to improve their tea farms without considering the costs of that credit. Some of the farmers were in agreement that the banks charged too much interest on loans hence they opted not to take loans. From the study, 500 (76 per cent) farmers search for alternative sources of finance, given the lower income and shortage of credit products friendly to their needs (Table 4.22)

*Table 4.22: Frequency Ranking of Alternative Sources*

	Frequency	%	Valid %	Cumulative %
--	-----------	---	---------	--------------

Strongly Disagree	39	6	6	6
Disagree	59	9	9	15
Neither	52	8	8	23
Agree	474	73	73	96
Strongly Agree	26	4	4	100
Total	650	100.0	100.0	

*Source: Primary data (2013)*

This shows that the smallholder tea farmers do not entirely depend on the earnings from the tea but they also look for other sources of income to enable them meet their daily needs. If these farmers relied on tea earnings only, they would not make ends meet. The study also found that majority (87 per cent) of the respondents kept their financial records (Table 4.23).

*Table 4.23: Frequency Ranking of Keeping of Financial Records*

	Frequency	%	Valid %	Cumulative %
Strongly Disagree	0	0	0	0
Disagree	0	0	0	0
Neither	19	3	3	3
Agree	442	68	68	71
Strongly Agree	189	29	29	100
Total	650	100.0	100.0	

*Source: Primary data (2013)*

While it is true that most of the farmers kept their financial records, these were found to be records from the factory and financial institutions only. It was interesting to note that these farmers had retained very old records on their monthly income but did not keep any record on their daily expenditure as well as records of overhead expenses. This is what would have enabled the farmers to compare their income with the expenditure to be able to calculate the returns from the tea. Record keeping is key when it comes to analyzing the financial performance of the tea enterprise.

## RECOMMENDATIONS

### Finance Role on Sustainability of Small Tea Enterprises

The findings of the study support the hypothesis that the ability to mobilize finances has significant influence on sustainability of small tea enterprises in Kenya. Finance, in this study comprises of ability to mobilize funds and the management of financial records. The ability to mobilise finances in terms of access to credit when needed or alternative source, easy access to cash by the farmers and record - keeping are vital for the farmer to influence positively his output and eventual outcome. The farmer is able to intervene in a timely way with regard to farm inputs and labour provision when finances are readily available (Table 4.19, Table 4.20, Table 4.21 and Table 4.22).

Keeping financial records was ranked the highest (Table 4.23) by 97 per cent of the respondents who kept financial records, though these were records from the factory and credit institutions only. Farmers did not keep records related with operational expenses such as labour and overhead expenses. Access to credit had 80 per cent of the respondents (Table 4.20) confirming that most of the farmers had easy access to credit facilities. Alternative source of finance had 77

per cent of the respondents who confirmed that it was not a challenge for them to get finance from other sources.

Studies by Kristiansen *et al.*, (2003) and Banerjee (2008) emphasized on the importance of accessing finance by entrepreneurs which enables them to grow and be sustainable by enhancing and enabling economic environment. A study by Bracker & Pearson (1986) on “Determinant of success of small enterprises in Pakistan,” found out that access to finance is the most important factor in the success of small business. Resource and finance are critical factors in the success of small business enterprises (Acs & Szerb 2007).

The findings of this study showed that the ability to mobilize finances has significant relationship with sustainability of small tea enterprises. There is need to free the farmers from the constant burden of nonperforming loans due to the high interest charged by the commercial banks. There is no reason why farmers cannot have their bank that could offer financial services in an affordable way. Cost of finance could be contributing to the poverty status of the farmers as most of their income is used to service these very expensive loans. The financial institutions heavily exploit the farmers. This area needs further research.

KTDA should be able to devise better and clear channels of communication, which would give every tea farmer the right to information and knowledge. They should also organize forums for field and extension services to farmers to improve on management of their tea enterprises. In addition, the tea industry should reconsider establishing a credit facility, which would serve the financial needs of tea enterprises with more farmer-friendly terms. This would enable the farmers to reduce the cost of credit and financial burden and help them improve their tea farms. Farmers should be trained on how to keep financial records and manage their finances. A new way of grading tea should be encouraged based on taste instead of the number of leaves to be picked. The best tasting tea should fetch best prices and this should go to a specific farmer responsible in producing the tea.

KTDA should reconsider their decision on Mechanized Tea Harvesting for the small-scale farmers to improve efficiency, which would further cut the labour costs. KTDA should also bring on board all stakeholders in the tea supply chain to eliminate chances of exploitation especially at the bottom of the chain. The cost of running the factories is borne by the farmers and reducing such costs would ensure that the farmer takes home a bigger share of income.

## References

- Baumol, W. (1993). “Formal entrepreneurship theory in economics: Existence and bounds” *Journal of Business Venturing*, 8(2), 197-210.
- Beck, T., Demircug-Kunt, A. & Levine, R. (2005), “SMEs, growth, and poverty: cross-country evidence”, *Journal of Economic Growth*, 10(3), 199-229.
- Bhowmik, and Kumar, S., (1988). “Ideology and the Co-operative Movement, Worker Co-operative in the Tea Industry.” *Economic and Political Weekly*, 23, (51), 17.
- Blackburn, R., Hart, M., & Wainwright, T. (2013). Small business performance: strategy and owner-manager characteristics. *Journal of Small Business and Enterprise Development*, 20(1), 8-27.
- Clarke, N (2006). "The relationships between network commitments antecedents and network" *Management Decision*, 44(9), 1183-1205.

- Cohen, B., & Winn, M. (2007). "Market imperfections, opportunity, and sustainable entrepreneurship." *Journal of Business Venturing* 22 (1) 29-49.
- Cooper, D., & Schindler, P. (2003). *Business Research Methods*. New York: McGraw
- Cooper, H., (1988), "The structure of knowledge synthesis", *Knowledge in Society*, 1, 104-126
- Cunningham, B., & Lischeron, J. (1991). Defining entrepreneurship. *Journal of small business survival*, 29(1), 45-61.
- Davidson, P., & Honing, B., (2003). "The role of social and human capital among nascent entrepreneurs." *Journal of Business Venturing*, 18, 301-331.
- Davidson, P. (1991) "Continued Entrepreneurship: Ability, Need and Opportunity as Determinants of Small Firm Growth." *Journal of Business Venturing*, 6, 405-429.
- Demirdjian, Z. (2005), "Industrial ecology: toward an interdisciplinary approach to sustainability." *Journal of American Academy of Business*, 6 (2), Cambridge, MA.
- Dimov, D., & Shepherd, D., (2005). "Human capital theory and venture capital firms: exploring "home runs" and strike outs." *Journal of Business Venturing*, 20, 1-21.
- Drucker, P. (1985). *Innovation and Entrepreneurship: Practice and Principles*. London: Heinemann.
- Frese, M. (1995). Error management training: conceptual and empirical results in C.Zucchermaglio, S.Bagnara & Stuky, organisational learning and technological change. *Computer and Systems Sciences*, 141, 112-124.
- Frese, M., & Fay, D. (2001). Personal Initiative: An Active Performance Concept for Work in the 21st Century. *Research in Organizational Behavior*, 23, 133-187.
- Frese, M., Brantjes, A., & Hoorn, R. (2002). "Psychological success factors of small-scale business in Namibia: The roles of strategy process, entrepreneurial orientation and the environment approach to entrepreneurial success. A general model and an overview of findings." *Journal of Developmental Entrepreneurship*, 7(3), 259-282.
- Gartner, W. (1988). "Who is an entrepreneur?" is the wrong question." *American Journal of Small Business*, 12(4), 11-32.
- Gharakhani, D., & Mousakhani, M. (2012). Knowledge management and capabilities and sme's organizational performance. *Journal of Chinese Entrepreneurship*, 4(1), 35-49.
- Gosh, B., & Ghosh, W. (1996). *An analysis of key success factors of SMEs: A comparative study of Singapore, Malaysia and Australia/New Zealand in the 41st ICSB World Conference Proceedings I* (215-252).
- Ireland, R., Ireland, M., & Simon, D. (2003). "Model of strategic entrepreneurship: The construct and its dimensions." *Journal of Management*, 29(6), 963-989.
- Jennings, P., & Beaver, G. (1997). "The performance and competition advantage of small firms: A management perspective." *International Small Business Journal*, 15(2), 63-68.
- Kaberi, B. (2013). "Entrepreneurship in small tea plantations: Case of Assam." *Journal of Humanities and Social Science*, 1(3), 79-88.
- Kagira, E., Kimani, S., & Githii, K. (2012). "Sustainable methods of addressing challenges facing smallholder tea sector in Kenya: A supply chain management approach." *Journal of Management and Sustainability*, 2(2), 75-89.
- Kariuki S. (2012). "Kenya tea: Performance and branding initiatives," A paper presented at 4th Global Dubai Tea Forum, April 2012. Retrieved from [Http://Ebookbrowse.com/Sicily-Kariuki-Kenya-Tea-Industry-Performance-Branding-Initiative-pdf-D355925288](http://Ebookbrowse.com/Sicily-Kariuki-Kenya-Tea-Industry-Performance-Branding-Initiative-pdf-D355925288)

- Kiggundu, M. (2002). Entrepreneurs and entrepreneurship in Africa: What is known and what needs to be done. *Journal of Developmental Entrepreneurship*, 7 (3), 239-258.
- Kihlstrom, E., & Laffont, J. (1979). "A general equilibrium entrepreneurial theory of firm formation based on risk aversion." *Journal of Political Economy*, 87(4), 719-748.
- Kim J., & Arnold P. (1996). "Operationalizing manufacturing strategy." *International Journal of Operations and Production Management*, 2(12), 45-73.
- Kirzner, I., (1997). "Entrepreneurial discovery of competitive market process: An Austrian approach." *Journal of Economic Literature*, 35(1), 60-85.
- Kombo, D. (2006). *Proposal and thesis writing: An introduction*. Nairobi: Pauline's.
- Krasniqi, B. (2010), "Are small firms really credit constrained? Empirical evidence from Kosova." *International Entrepreneurship and Management Journal*, 6(4), pp. 459-79.
- Krathwohl, R. (1993). *Methods of educational and social science research: An integrated approach*. New York: Longman.
- Kristiansen S., Furuholt B., & Wahid, F. (2003). "Internet cafe entrepreneurs: Pioneers in information dissemination in Indonesia." *The International Journal of Entrepreneurship and Innovation*, 4(4), 251-263.
- Kristiansen, S. & Indarti, N. (2004). "Entrepreneurial intention among Indonesian and Norwegian Students." *Journal of Enterprising Culture*, 12(1).
- Kristiansen S. (2002). "Competition and knowledge in Javanese rural business." *Singapore Journal of Tropical Geography*, 23(1), 52-70.
- M'Imwere, Z., (1997) "Tea production in the smallholder tea sector in Kenya: Achievements, problems and prospects." *Tea*, 18, 75-86.
- Mazarin T., & Choo S. (2003). "A study of the factors influencing the operating location decisions of small firms." *Property Management*, 21(2), 190-208.
- Mazzarol T., Volery T., Doss N. & Thein V. (1999). "Factors influencing small business start-ups." *International Journal of Entrepreneurial Behaviour and Research*, 5(2), 48-63.
- Mburu, S. (2008, May 5). "Kenya: farmers benefit of fair trade teas." *Business Daily*.
- McCormick, D. (1996). *Small enterprises flexibility and networking in African context*. Nairobi: Longhorn.
- McMahon R., (2001). "Growth and performance of manufacturing SMEs: The influence of financial/management characteristics." *International Small Business Journal*, 19(3), 10-28.
- Mulhern, A. (1995). The sme sector in Europe: a broad perspective. *Journal of Small Business Management*, 33(3), 83-87.
- Mwaura, K. (2007). The failure of corporate governance in state owned enterprises and the need for restructured governance in fully and partially privatized enterprises: The case of Kenya. *Fordham International Law Journal*, 3(1), 34-74.
- Mwaura, F., Nyabudi, K. & Mwaura, O. (2005). "Situation analysis of the small-scale tea growers and their contribution at the local auction market in Kenya." *Tea* 26 (2): 35-45
- Naude, W. (2010). "Entrepreneurship in developing countries and development economies: New approaches and insights." *Small Business Economics: An Entrepreneurship Journal*, 34(1).
- Nirza, D., Gonçalves, F., Charbel J. & Chiappetta J. (2011) "Barriers faced by MSEs: evidence from Mozambique." *Industrial Management and Data Systems*, Vol. 111 Iss: 6, pp.849 – 868
- Nurul, I. (2004). "Business location decision and business success: the case of internet cafe in Indonesia." *GadjahMada International journal of business*, 6(2), 171-192.



- Nyangito, H., (2001). "Policy and legal framework for the tea sub-sector and the impact of liberalisation in Kenya." Kenya Institute of Public Policy and Analysis, *KIPPRA Policy Paper No. 1*. Nairobi, Kenya
- Ofunya, A. (2012). "Adoption of green marketing by Kenya tea firms." *Scholarly Journal of Business Administration*. 2 (5), 90-100
- Olawale, F. & Garwe, D. (2010). "Obstacles to the growth of new SMEs in South Africa: A principal component analysis approach." *African Journal of Business Management*. 4, 729-38.
- Onduru, D., Jager, D., Hiller, S. & Bosch R. (2012) "Sustainability of smallholder tea production in developing countries: Learning experiences from farmer field schools in Kenya." *International Journal of Development and Sustainability* 1 (3) 714-742
- Owuor, P., Kavoi, M., Wachira F. & Ogola, S. (2008). "Sustainability of small holder tea growing in Kenya." *Country Report, Kenya*.
- Owuor, P., Kavoi M. & Siele, D. (2000). "Factors impeding tea production in smallholder subsector of the Kenya tea industry: An assessment of extension staff awareness of existing technologies." *Tea*, 21, 101-110.
- Owuor, P., Kavoi, M. & Siele, D. (2005). "Assessment of constraints in technology transfer system and policies which limit the realization of high green leaf production in the smallholder tea sector of the Kenya tea industry: An empirical analysis of economic efficiency and supply of tea." *Africa Technology Policy Studies, Research Paper No. 3*. Nairobi, Kenya.
- Palmer, S. & Raftery, J. (1999). *Opportunity cost. Business Management Journal*, 318 (7197), 1551-552 *Paper No. 3, KIPPRA, Nairobi*.
- Pelham, A. (2000). "Market orientation and other potential influences on performance in small and medium-sized manufacturing firms." *Journal of Small Business Management*, 38(1), 48-67.
- Praag, C., & Ophem, H. (1995). "Determinants of willingness and opportunity to start as an entrepreneur." *Kykos*, 38(1), 513-540.
- Prasch, R. (1996) "Reassessing the theory of comparative advantage." *Review of political economy*, 18 (1)
- Raiklin, E., & Uyar, B. (1996). "On the Relativity of the Concepts of Needs, Wants, Scarcity and Opportunity Cost", *International Journal of Social Economics*, 23 (7), 49-56.
- Rauch, A., & Frese, M. (2000). Psychological approaches to entrepreneurial success. A general model and overview of findings in C.L Cooper and I.T, Robertson. *International Review of Industrial and organizational psychology*, 101-142.
- Reynolds, P., Day, J. & Lancaster, G. (2001). "Moving towards a control technique to help small firms monitor and control key marketing parameters: A survival aid." *Management Decision*, 39(2), 113-120.
- Springett, D. (2003). "Business conceptions of sustainable development: a perspective from critical theory." *Business Strategy and the Environment*, 12 (2), 71.
- Stel, A., Carree, M. & Thurik, R. (2005). "The effect of entrepreneurial activity on national economic growth." *Small Business Economics*, 24, 311-21.
- Stevenson, H. & Jarillo, J. (1990). "A paradigm of entrepreneurial management." *Strategic Management Journal*, 11(special), 17-27.
- Stevenson, H. & Gumpert, (1985). "The heart of entrepreneurship." *Harvard Business Review*, 85, 85-94.



- Van Praag, M. &Versloot, P. (2007), "What is the value of entrepreneurship? A review of recent research." *Small Business Economics*, Vol. 29, pp. 51-82.
- Venkataraman, N. (1989). "Strategic orientation of business enterprises: The construct dimensionality and measurement." *Management Science*, 35(8), 942-962.
- Wal, S. (2008). "Sustainability issues in the tea sector: A comparative analysis of six leading producing countries." *SOMO*, 20-81
- Wernerfelt, B. (1984). 'A Resource-based view of the firm', *Strategic Management Journal*, 5(2), pp. 171-180.
- Wijewardena, H., & S. Cooray (1996). Factors contributing to the growth of small manufacturing firms: perceptions on Japanese owner/managers. *Journal of Enterprising Culture*, 4 (4), 351-361.
- Wiklund, J. (1999). "The sustainability of the entrepreneurial orientation-performance relationship." *Entrepreneurship Theory and Practice* 24, 37-48.