

INFLUENCE OF AN ENTREPRENEUR'S PERSONALITY TRAITS ON THE GROWTH
OF BUSINESS START-UPS IN ROYSAMBU WARD, NAIROBI KENYA.

BY

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DECLARATION

This thesis proposal is my original work and has not been presented for a degree in any other University.

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DEDICATION

I would like to dedicate this work to my parents, my father who pushes me to go further in education and who leads by example as well as facilitating it, my mother who always taught me to work hard to achieve my goals. I would also like to dedicate it to every person who has always had to go the extra mile in education so as to keep up with his/her colleagues; it is never in vain, appreciate the journey.

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ABSTRACT

In Kenya, it is estimated that every year more than 1 million children are born which ultimately increase Kenya's population. Unfortunately, the rate at which the population is increasing is not the rate at which employment is being created. Advances in technology have also influenced the creativity of people who start businesses as a result of these technologies. Many countries have made the registration of companies an easier and faster process therefore making starting a business attractive to a lot of people. The rate at which small businesses start and fail is relatively high. As such there is need to take measures that will prevent the failure of new businesses. This can be done through research on successful entrepreneurs and their influence on the growth of their businesses. The objective of this study was to assess the influence of personality traits in entrepreneurs and how they affect the growth of start-up businesses. This study looked at the Big five personality traits that have been researched on by psychologists to determine the impact they have on the growth of business start-up organizations especially within the first year to the sixth year of operation. The study appreciates the huge roles played by entrepreneurs in growing their business and therefore looking at who they are and how they drive companies to success is important. The study aimed at finding out the character traits that are important for an individual who is venturing into a new business and how they can adopt some of these characteristics so as to reduce the chances of failure in their start-up. The results gathered by the study can be used by upcoming and existing entrepreneurs to caution them against failure in their ventures. The research was carried out in Nairobi county, Roysambu constituency, Roysambu ward. It targeted those entrepreneurs/founders of different start-up businesses who were actively engaged in running the business, as they understand the journey of their businesses. The study used both quantitative and qualitative methods of data collection. A survey research design approach was applied. The instrument used in the study was questionnaires. The data gathered was analysed using a statistical package (SPSS) and Microsoft excel, which is suitable for this study. The findings were presented through graphs, charts and tables. The study found out that the openness to experience trait and conscientiousness were best suited for business and it recommends that entrepreneurs venturing into business adopt characteristics found in these traits for them to have a better chance at business success. Agreeableness trait also scored fairly in the study and the study recommends that more research is undertaken on the role of agreeableness trait in business growth.

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ABBREVIATIONS

CBD	: Central Business District.
EI	: Emotional Intelligence.
IEBC	: Independent Electoral and Boundaries Commission.
USA	: United States of America.
NACOSTI	: National commission for science, technology and innovation.

DEFINITION OF TERMS

Agreeableness: The ability to work well with others.

Assertiveness- Showing firmness or authority.

Choleric- This personality is characterized by dominating and aggressive traits.

Conscientiousness: The ability to focus on achievement of a goal.

Decisive: Settling on a decision.

Emotional intelligence: Ability to control ones reactions to triggers.

Emotional stability: The rate at which one is able to control their reactions to certain triggers.

Entrepreneurship: The process of exploring and exploiting opportunities in the midst of risks and uncertainty by synthesizing resources to create novel outputs often within the context of new organizational formation.

Entrepreneurial leader: An individual who exerts influence at the place of business.

Extraversion: Exerting influence in a group setting.

Impulsiveness: The ability to respond with haste to a certain situation.

Integrity: Honesty

Intelligence: Ability to be a good thinker and learner.

Leader: A person who influences a group of people to move towards a certain direction.

Locus of control: Believing that one controls their own destinies.

Melancholic: The personality shows traits of perfectionism and sadness.

Openness to experience: Viewing the world as one with limitless opportunities

Personality traits: Characteristics that help in defining a person.

Phlegmatic: A personality characterized by quiet and easy going tendencies.

Sanguine: A personality marked with extroversion and cheerfulness.

Start-up: A business venture that has been in operation between 1 to 6 years.

Self-esteem: Thinking highly of oneself and ones abilities.

Sociability/sensitivity: enjoying good relations with others.

Venture: A business enterprise or speculation in which something is risked in the hope of profit.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

Introduction

The last five years or so have seen a surge in start-up companies in the world (Williams, 2008). In the up, the government publishes survival rates for new businesses where the data shows that, after one year, around one in ten businesses have failed. After three years, three out of ten have ceased trading (Williams, 2008). Undergoing necessary training as the owner of a start-up can help improve the chances of success. Williams (2008) says that; research suggests you are 20 per cent likely to still be in business after 2 and a half years if you have taken advice at the outset. The vision bearer of the start-up in this case the founder plays a big role in forging a way forward for the growth at which their organization will increase. It is therefore important to understand what is it that drives the leader, what determines the failure or success of the start-up.

Encountering different start-ups reveals how different each founder or entrepreneur is. Every entrepreneur has their unique reason for deciding to engage in a start-up venture. Some of these entrepreneurs appear to be more driven than others but that is a conclusion that an outsider would make with no facts or basis. As a result, this study would like to look at these entrepreneurial leaders in depth, to try and find out how their personality traits affect the way their businesses grow. The study will focus on the Big five personality traits. While there are many methods that have been used to classify personality traits, Achua and Lussier (2010), say that the big five model of personality traits is the most widely accepted way to classify personalities as it has a strong research backing and reliability across age, sex, race, and language groups.

Background of the study

A leader is someone with commanding authority or influence (Nahavandi, 2012). The term leadership has many working definitions which are all correct in the context they are in. In the attempt to define leadership, certain characteristics of leadership are not left out such as influence and followers. The working definition for this study as lifted from (Nahavandi, 2012) is that a leader is any individual who influences people and groups within an organization, assists them establish goals, and guides them towards achievement of these goals, thereby allowing them to be effective. The focus of the study is the leader who is responsible for starting a start-up or a manager who has been responsible for overseeing the running of the start-up for more than one year in simple terms an entrepreneurial leader. Personality on the other hand has been defined as the underlying unseen structures and processes innate in a person that make them act the way they do (Hughes Ginnet & Curphy, 2009). Traits are characteristics that distinguish a person (Achua & Lussier, 2010). A collection of traits do make up a personality. Each Big five personality trait is made up of different characteristics which make up one trait.

There have been various definitions of personality over the years. In our day to day activities, the term personality refers to our impressions of someone (Crowne, 2009). However, this kind of observation is very subjective and can easily be influenced by what other people have said about the person or even a bad experience the observer has had before interacting with the person being observed.

Gordon Allport (1961) defines personality as the dynamic organization within the individual of those psychophysical systems that determine characteristic behaviour and thought (Engler, 2003). Engler (2003) holds the view that personality is dynamic (moving and changing), organized (structured), psychophysical (involving both the mind and the

body), determined (structured) by the past and predisposing of the future and characteristic (unique for each individual). Raymond Cattell (1950) in his research defines personality as “that which permits a prediction of what a person will do in a given situation. Studies such as the great man theory, which dominated the study of leadership in the 19th century, talk about leadership as being inherent, where leaders were seen to have been born with certain traits Pierce & Newstrom (2011) clearly elaborate this. Early in the twentieth century, the great man theories evolved into trait theories. Trait is used broadly here to refer to people’s general characteristics, including capacities motives or patterns of behaviour.

For leadership and personality to be understood, going back in time to when the study began is important. Leadership studies date back to when civilization started. The history of personality dates as far back as Ancient Greece. Philosophers since the 4th Century BCE have been trying to define exactly what it is that makes us, who we are. In 370 BCE, Hippocrates suggested two pillars of temperament: hot/cold and moist/dry, resulting in four humours or combinations of these qualities (Ford, 2013). As the studies on personality were being carried out, traits were brought into the picture, which are the characteristics that define human beings. Research has shown that there are five major personality traits that have been researched on widely. Some researchers who have made a contribution in these are (*D. W. Fiske 1949*) and later expanded upon by other researchers including (*Norman 1967*), (*Smith 1967*), (*Goldberg 1981*), and (*McCrae & Costa 1987*), (*Cherry, 2016*). The Big five personality traits are inclusive of; Emotional stability, openness to experience, extraversion, agreeableness and conscientiousness. They all have different characteristics.

In the USA, the value of small businesses is growing, and they create new jobs. The study on entrepreneurship is gaining traction around the world as it is becoming more acceptable as a study discipline (Byrd & Megginson, 2009). A start-up is a new opportunity that individuals pursue with the intention of making a difference in the society. Byrd and

Megginson, 2009 say that the growth rate for self -employment is greater than the growth rate of general workforce. This is a trend that is catching on all over the world. Start-ups can be classified in different types, as put by Barringer & Ireland (2016); there are the lifestyle firms which provide their owners the opportunity to pursue a certain way of life while making a living out of it for example tour guides. The other type is the entrepreneurial firm which brings in a new product in the market for example face book. There are also salary-substitute firms which are started by owners as a means to earn them more income, however in other cases these kinds of firms grow and the owners are forced to make them a full time job. There are also the service kinds of star-up firms that provide a certain service to clients such as events management and planning.

The study will look at this big five character traits in start-up leaders and how they influence growth of their business. The target population for this study is Roysambu ward. Roysambu ward is in Roysambu constituency which is in Nairobi County. It has a population of 40,331 people according to the 2009 population census (IEBC). In the past five years, Roysambu constituency specifically Roysambu ward which is consistent of Roysambu and Garden Estate Sub-locations, has seen a growth in its population as well as in the infrastructure around it. The universities, colleges and shopping malls that are coming up every day, have made Roysambu constituency a place worth investing in. The proximity to the CBD using the Thika super highway has also influenced its growth. There are many start-up companies around which makes it an ideal location for the study.

Problem statement

Research done on personality traits have been covered broadly around the world. The viability of the Big five personality trait as a method to measure personality is strong because it has been researched on and tested by many researchers (Achua & Lussier, 2003). Starting

out a new business venture brings along huddles which a leader is able to learn from once or get discouraged by. As the centre of the business, an entrepreneurial leader's pro-activity towards business opportunities will determine the rate at which their organization grows. They are the businesses locus of control. Therefore by looking at the Big five personality traits in detail, this study hopes to determine how the growth of the business start-up will be influenced by the different traits an entrepreneurial leader has. This is in a bid to seeing more start-up business stay open despite the challenges they may face. The start-up in this case is any business that has been running between 1 year and 4years. So the study is interested in finding out how the big five personality traits influence the growth of business start-ups.

General objective

The objective of this study is to find out the influence of an entrepreneur's personality traits on the growth of business start-ups.

Specific Objectives of the study

- i) To determine the influence of Emotional stability trait on growth of business start-ups in Roysambu ward.
- ii) To establish the influence of Agreeableness trait and Conscientiousness have on growth of business start-ups in Roysambu ward.
- iii) To explore the extent to which Openness to experience trait and Extraversion have on the growth of business start-ups in Roysambu ward.

Research questions

- i) How does emotional stability trait influence the growth of business start-ups in Roysambu ward?

- ii) What influence does the agreeableness trait and conscientiousness have on the growth of business start-ups in Roysambu ward?
- iii) Does the openness to experience character trait and extraversion trait affect the growth of business start-ups in Roysambu ward?

Assumption of the study

The study assumes that all start-up businesses experience the same environmental challenges, regardless of the sector they are in. The problems that are been experienced in one start-up are the same in another hence the measurement of their growth is constant despite the sector in which they are in. The study also assumes that founders of the start-ups are actively involved in its daily running and are aware of the challenges being faced by the start-up. The study is really dependent on vision bearers of the star-ups, who know why they started the organization and the direction it should take at every stage. The study also assumes that the companies registered under the Kenyan companies Act 2015 (part V, Section 48) have a business plans both written and verbal which they can use to measure the progress of their businesses.

Justification of the study

The unemployment rate in Kenya has seen an increase from 12.70 percent in 2006 to 40 percent in 2011 (Trading Economics, 2017). With an unemployment rate so high, people are receiving a lot of encouragement to be employers instead of job seekers. Moreover the government has made starting a business in Kenya a very easy and fast process and in about two weeks, one can have their business running (World Bank). While people take up opportunities to start their own businesses, it is important that they know the role their personality traits play in the growth of their businesses. This study will therefore make a

meaningful reference for founders/leaders' of start-ups who would like to see their businesses grow to be change influencers in the economy. The study hopes to come up with desired qualities from the Big five personality traits which entrepreneurs can develop so as to avoid the chances of failure in their organizations.

Significance of the study

This study is important to leaders who are already in business or are interested in starting their own business. By looking at well researched character traits, the study will give an insight to start-up business leaders new, existing and aspiring, as to whether there are traits they need to develop so as to help them grow their businesses, such knowledge will empower them to make informed decisions as they run their organizations.

Scope of the study

This study will be carried out in Roysambu constituency. Roysambu ward consists of two sub-locations namely Roysambu and Garden Estate. The study covered the start-ups in both sub-locations. The study ran for a period of one and a half months. The variables that the study was looking at are; emotional stability/neuroticism-tendency to exhibit poor emotional adjustment and experience negative effects such as anxiety, insecurity and hostility, agreeableness- tendency to be trusting, compliant, caring and gentle. Openness to experience - people who are predisposed to be imaginative, non-conforming, unconventional and autonomous. Conscientiousness -achievement and dependability. Extraversion -the tendency to be sociable, assertive, active and to experience positive effects such as energy and zeal (Pierce & Newstrom, 2011). The dependent variables were start-up profit-the business having reached the break-even point and how much monthly profit they make, number of employees in a start- up-the number of permanent staff that have been added since the founding of the company, turnover-the rate at which a company sells its inventory and Physical expansion-

the opening of new branches or moving to a location where more rent is charged. All the variables were covered in great detail however the dependent variables were covered as of how they were influenced by the independent variable.

Limitations of the study

Although the optimism in the research is high, there are certain hindrances that could occur during the study. The biggest was time on the part of the entrepreneurs to fill the questionnaires. This was countered by sending out requests to the owners the study was targeting and also by making the questionnaires as short and precise as possible. The respondents who asked for more time to fill the questionnaires were given provision for that.

Delimitations of the study

The study focused on registered businesses at the sub-county offices in Garden Estate as the records were readily available. The period which the study had set as an accepted one for start-ups that is between one and six years had to be cut short because to 4 years as the records at the sub-county offices were those obtained after devolution took place.

Chapter summary

The study will be looking at the Big five personality traits as an influence of growth in business start-up organizations. The study will be concentrated in Roysambu ward in Nairobi. The ward has two sub-locations, Roysambu and garden estate. The findings in this study are expected to provide a resource for which individuals willing to start their own business, can learn from so as to caution them against failure.

CHAPTER 2

LITERATURE REVIEW

Introduction

This chapter captured in great deal the two main variables considered in the study which were; an entrepreneur's personality traits as the independent variable and the growth of business start-ups being the dependent variable. It also looked at two main theories which were important for the study namely; the trait theory and the Big five personality/The five factor model theories.

Studies have been carried out, trying to understand the person. Research centred on human beings is very extensive and current but never conclusive. Researchers discover new dimensions about human beings, when the world thinks that it has now fully understood a person, a new complexity arises. However every study that is done brings the world a step closer to better understanding them. In this chapter we will look at five main personality traits possessed by individuals and if they have any influence on the growth of business start-ups.

In entrepreneurship, there are traits which have been identified as important aspects that every entrepreneur should possess. Some of these are; visionary thinking, locus of control, action oriented, this is according to (Mwaka, 2011). Different authors have different names for these different character traits which should be a must have for entrepreneurs. On the perusal of the different characteristics found in the big five character traits, most if not all the entrepreneurial traits have actually been covered. Researchers largely agree on the acceptability of the big five character traits which have been studied on over and over; as such the study will look at the big five character traits as the independent variable.

While research of the big five personality traits is vast and comprehensive, there is a wide gap on the study of these personality traits in Africa specifically in Kenya. Research that has been done on the personality traits in relation to start-ups is difficult to access. With the emergence of entrepreneurship as an employment avenue for many people, the study would like to give a solution to people thinking of getting into business on what desirable characteristics they can develop to keep their business doors open. Therefore this study will look at how the Big five personality traits have influenced the growth of start-ups in Kenya more specifically in Roysambu ward.

Personality traits

Personality traits are the characteristics exhibited by individuals in their daily lives. They could change from time to time but one can be identified with a certain trait all the time. The knowledge of one's personality traits today has been associated with success because one is able to work on being a better person than they have been before, hence tapping into their full potential. Self-discovery and personality traits go hand in hand (Kadali, 2006). While each individual has a particular personality trait they identify with over time, there are certain aspects of the trait that change as a result of the factors surrounding the individual, Robert and (Vecchio, 2000). For example when one is an introvert, they tend to score higher in traits that are associated with introversion. However, if they are in business for example, there are certain character traits they start to develop such as risk taking which is not a highly ranked ability among introverts. Leaders in business could experience a change in some of their personality traits as the environment they are in makes it mandatory to adjust bits of their personality traits, which help them, flourish.

There are many personality traits that have been studied but this research will be focused on the Big five traits which are; Emotional stability- the rate at which one is able to

control their emotions. Extraversion- associated with the ability to influence in group settings. Conscientiousness- concerned with ones approach to work. Openness to experience- the view of a world full of possibilities. Agreeableness- ability to openly speak their minds and stand up for what they believe in (Pierce & Newstrom, 2011).The above traits have been compared to four personality traits known as sanguine, phlegmatic, choleric and melancholic.

Table 1.Comparison of the big five personality traits (Author, 2017)

Extraversion.	Sanguine.
Openness to experience.	Sanguine/choleric.
Agreeableness	Phlegmatic.
conscientiousness	Melancholic.
Emotional stability/ neuroticism	Melancholic.

Table 1 compares the big five personalities to other measures of personalities.

Organizational growth

The decision to venture into a business start-up by a leader sees curves out a direction the business should take. The growth stage presents newer and more substantial problems than those faced during the start-up stage. These newer challenges force the entrepreneur into developing a different set of skills while maintaining an “entrepreneurial perspective” for the organization (Kuratko & Hodgetts, 2007).

This study will look at common aspects of growth in every organization which are; profit made after reaching a break-even point. The break-even point is the production level where total revenue equal’s total expenses. In other words, the break-even point is where a

company produces the same amount of revenues as expenses. The second measure of growth is the increase in the number of employees on permanent and contract basis. The study will look at the businesses' ability to comfortably hire additional permanent staff while focusing over how long it has been able to achieve this. The other aspect that the study will look into is the rate of turnover. How fast does stock move? The last growth aspect which is of interest to the study is the number of branches the business is affiliated with; has the business been able to open physical or online branches anywhere else apart from its current location? By focusing on these aspects the study hopes to determine the influence of personality traits on growth of business start-ups.

Theoretical frame work

This study borrows a lot from research that has been done by psychologists aimed at understanding the person. Gordon Allport and Raymond Cattell brought in the aspect of personality and traits. Their studies looked at traits as key components of what makes every human being unique.

The Trait theory

Beginning in the 1920's, researchers sought to find out if leaders had unique character traits or characteristics, such as intelligence or energy that distinguished them from non-leaders and played a part in their success (Daft, 2011). Gordon Allport played a major role in the development of this theory (Crowne, 2009). Allports' trait theory has paved way for a new direction in the study of human psychology, where psychologists could no longer separate a person from their traits. Allport defined traits as "bona fide structures within a person that influence behaviour. They are not simply labels we use to describe or classify behaviour (Engler, 2003). Allport distinguishes between types of traits. Common traits, characteristic of people and Individual traits called (personal dispositions) that are attributes

of the individual persons (Crowne, 2009). There are traits common to some people but everyone has their unique qualities. Common traits tell us about consistency across situations in many people, although the reaction varies from one person to another. Personal dispositions are more important than others (Crowne, 2009).

Any reaction given by a person has to have a cause. Individuals have several traits or individual dispositions that will determine how they react to a certain situation; hence people may seem similar in some of their reactions however in specific situations they will act differently. No human being has been conditioned to act similar to another one, when exposed to the same triggers. This has been made possible by the unique characteristics that every individual has.

Raymond Cattell put a lot of work in studying traits. A lot of psychologists and theorists borrow a lot from his work including the big five traits theory also known as the five factor model of personality. Cattell was of the strong belief that the deep study of traits would assist in understanding the structure and function of personality. Cattell's first major investigation of personality used peer ratings of 208 men on 35 trait-word clusters derived from Allport and Odbert, list of 4,504 traits. After carrying out a factor analysis of these data, Cattell studied various rotations and finally settled on an oblique rotation that yielded 12 factors, which were also consistent with cluster studies carried out by investigators (Pervin & John, 1999).

Cattell noted that in order for a trait theory to be termed useful, the traits needed to cover more than an individual's overt behaviour. As a result of Cattell's work, more research has gone into studying traits and if indeed there are five traits which are common to people. Goldberg (1990) says that consensus is emerging that a five-factor model of personality (often termed the Big five) can be used to describe the most salient aspects of personality.

The big five / Five-Factor Model

The first researchers to replicate the five-factor model were Norman (1963), and Tupes & Christal (1961) who are generally credited with founding the five factor model. Different labels have been used for the Big five factors, the most commonly used terms are Neuroticism, Extraversion, Openness to experience, agreeableness and conscientiousness (Loehlin, 1992) as cited in (Engler, 2003). Contention on what the five traits are and the specific characteristics under each trait still exists. There is a high level of agreement however, that indeed there are five dimensions to personality traits. Historically, the big five arose out of two different attempts to identify basic factors in personality. One major source was the study of language, which led to a descriptive model of personality traits that has been translated to different languages. The second source was the factor analysis of personality questionnaires, which led to an explanatory hypothesis, the five factor model, of dispositional biological traits that are substantially inherited (Engler, 2003).

The big five model has been used by employers to predict job performance. With the advancement of personality questionnaires, it is has become possible for employers to predict how one will perform in their job thus ensuring that the employment process is fair, and employers can now look beyond the papers one has by learning who they are and their character. Luthans (2008) says that there is accumulated research that these big five personality traits best predict performance at the work place.

The entrepreneurial trait school of thought

Many researchers and writers such as Caliendo et al (2011) and Zhao et al (2009) writers have been interested in identifying traits common to successful entrepreneurs. This approach is based on the study of successful people who tend to portray certain

characteristics that if replicated, would increase the chances of success for the emulators. For example need for achievement, creativity, determination and technical knowledge are four factors that usually are exhibited by successful entrepreneurs (Kuratika & Hodgets, 2007).

This study is focused on the person, therefore it will lean more towards traits that have been studied over time, and have been found to be common among many people. Hence a lot of reading will be based on the Big five factor model. As pierce & Newstrom (2011) rightly put it [“leadership does not reside in a person; it is a function of the whole situation. The situation calls for certain types of actions; the leader does not inject leadership but it is the instrumental factor through which the situation is brought to a solution”].

Emotional stability and organizational growth

This trait is commonly referred to as neuroticism which refers to an emotionally unstable person. In this study, it will be referred to it as emotional stability. It is concerned with how people react to stress, change, failure, or personal criticism Hughes, Ginnett & Curphy 2015) Pierce & Newstrom (2011), say that persons with low emotional stability tend to exhibit poor emotional adjustment and experience negative effects such as anxiety, insecurity and hostility. These people may show violent or negative emotions that make it hard to get along with people or manage problems in everyday life (Kail & Cavanaugh, 2016).

Emotionally stable leaders handle stress very well and they are able to take criticism (Daft, 2011). When they are engaged in business or a certain task, they do not take failure personally. An emotionally stable leader improves relationships between them and other people and they are also likely to do the same for the people around them. Emotionally stable people are also perceived by others as leaders. Self-esteem/self-confidence is a key characteristic in emotional stability.

Self-esteem

Effective self-confidence is based on an accurate awareness of our strengths and weaknesses, with an orientation to self-improvement (Lusier, 2013). People with a high self-esteem are self-aware and they understand who they are. A person with a high self-esteem considers himself a person of worth, they have a fundamental respect for themselves, appreciate their own merits, even though they are aware of their faults, which they hope and expect to overcome. They do not necessarily consider themselves better than most others, but neither do they consider themselves worse (Rosenberg & Simmons, 1971). Self-confident people believe in themselves and they push themselves to achieve goals. They do not view failure as their fault but as a learning process. “High Self-esteem can be a good thing but only if it is nurtured and channelled in constructive and ethical ways, failure to which it can become anti-social and destructive” (Luthans, 2008).

Low self-esteem is more accurately descriptive. It means that the individual lacks respect for himself, considers himself unworthy, inadequate or otherwise seriously deficient as a person (Rosenberg & Simmons, 1971). People with a low self-esteem are not likely to be leaders because they do not believe they are good enough for anything. The people around them do not view them as leaders because of the way they carry themselves.

When a leader is aware of whom they are, then they are able to capitalize on their strengths and work on their weaknesses. The first step for a leader willing to start a business is to believe in their idea. The initial stages of business will require the leader to push him/her so as to realize their dream. Failure and rejection are characteristics of the business start-up process. Capitalizing on these will push a start-up towards growth. High self-esteem means that one has confidence in their thinking ability and they are not afraid to make decisions which are important aspects in an organization (Luthans, 2008).

Impulsiveness

Impulsiveness is related to control of thoughts and emotions (Monahan & Steadman, 1994). Highly impulsive people do not take time to think about the action they are going to take and its consequences. On the other hand, people low on impulsiveness will take time before getting to take a step in a certain direction. In business “Impulse” can be both positive and negative. Some decisions require one to act very quickly because a particular action could determine life or death for a business. However low impulsiveness can be associated more to leaders than managers because leaders care about the relations they form when taking an organization forward, as opposed to managers who focus on the task ahead.

Extraversion and organizational growth

It involves behaviours that are more likely to be exhibited in group settings and are generally concerned with getting ahead in life (Hughes et al 2015). Extraverts tend to be energetic and lively people (Pierce & Nestrom, 2011). People who are extraverted are outgoing and they get their energy from being around other people. In group situations, they tend to be chosen as leaders. Extraverts are assertive and willing to confront others (Lussier, 2015). Individuals higher in extraversion come across to others as outgoing, competitive, decisive, outspoken, opinionated, and self-confident (Hughes et al 2015). In a group setting, extraverts will be the loudest and they will always push the group towards doing things their way. Such people tend to enjoy people-oriented jobs such as social work and sales, they often have humanitarian goals (Kail & Cavanaugh, 2016). They are comfortable meeting and talking to new people. Extraverts like to be in charge of others and to dominate over others (Daft, 2011).

People low in extraversion, generally prefer to work by alone and have relatively little interest in influencing or competing with others (Hughes, et al 2015). When in a group, they are more quiet and reserved and they tend to go with the flow of the group. Such people can make good managers as Kadalie (2006), states that managers are more about efficiency while leaders are effective oriented. A manger looks at getting things done in the fastest, most economical way possible and they do not dwell much on whose toes they step on while doing it. On the other hand, leaders care about everyone in an organization and they will focus on doing things in the right manner no matter how long it takes. They are concerned about keeping their relations with others at best.

In the business start-up process, decisions need to be done so as to get things moving. Therefore a leader here needs to be able to balance between being a leader and being a manager. Leaders should be careful not to try and please everyone involved in the start-up, therefore delaying the growth process of the business. On the other hand, the leader should also ensure that they do not only focus on what the start-up wants therefore damaging relations of those around them. The leader should establish a balance between management and leadership.

Assertiveness

People associated with assertive behaviour are able to stand up for their rights and express their thoughts freely and honestly. On the other hand, non-assertive persons are characterized as inhibited, submissive, self-depreciating, self-denying and conforming (Hamid, 1994). Assertive leaders do not let wrong just by pass them. They will make their opinions known sometimes at all costs. They will fight for a cause they believe in. Just as mentioned above, assertive leaders are humanitarian because when they believe in something, they will fight to see it succeed.

Those low in assertiveness do not speak out when they do not agree with a situation. A lot of the time this people will complain after taking an action they are not comfortable with. They put other people's interests ahead of theirs even though such interests will do them more harm than good. They do not like being in conflict with other people and as such; they will keep their opinion to themselves especially if it differs with the other person's opinion.

When an individual decides to embark on a start-up venture, it is because they believe in their idea. There will be many voices that will make them feel like giving up on their idea however the most important thing for this leaders is to keep pushing to see their idea come to pass despite what people think and say, in a case where their idea seems not to work, they should remodel it so that it can work.

Decisive

Decisiveness is the ability to make decision regardless of not having all the facts on the table. It is being able to make decisions that can affect your organization either positively or negatively. Leaders need to be involved in the decision making process (Achua & Lussier, 2010). Decisiveness is becoming more important today because of the world we are living in. Change is happening within a matter of seconds and leaders need to be able to effect the change in their organizations. Persons who are low in decisiveness take a long time to act on a certain situation and once they have, they could change their mind. Indecisiveness is highly associated with people who have a strong melancholic personality or introverts.

Decision making is what leaders in organizations do therefore one cannot run away from it. In the initial stages of an organization, it is crucial that leaders make decisions for their organizations and not delegate them because these decisions tend to affect the running of the organization in the future. Businesses can now be able to operate from any location in

the world due to technology. On the other hand has made decision making such an important factor as one can access news and information that is useful to the business within a click of a button. Developing the ability to be decisive is therefore important for every leader today.

Although extraverts have a high tendency to be picked as leaders, Pierce & Newstrom (2011) show that, different researchers differ on their long-term leadership; where they make good situational leaders but they were not shown to bring out to start their own organizations. However the qualities they possess are crucial when growing a business.

Agreeableness and organizational behaviour

Agreeableness can be likened with easy going or co-operative people. Agreeableness refers to the extent which an individual is able to get along with others (Daft, 2011). There are several traits representative of agreeableness and they are, sociability/sensitivity, emotional intelligence, trusting, helpful, kind, approachable and diplomatic, good-natured, cooperative, forgiving, and compassionate. A leader, who is highly agreeable, seems warm and approachable (Daft, 2011). Those people who are low on agreeableness come across as insensitive, socially clueless, grumpy, cold and pessimistic (Hughes, Ginnett & Curphy, 2015). Such leaders may come across as insensitive cold, and distant (Daft, 2011).

Emotional intelligence

This is a person's ability to control their reactions toward a certain situation. People who are emotionally intelligent tend to be leaders as opposed to managers. Emotionally intelligent people are able to empathize with others and they know how to accommodate other people who might be showing a lot of emotion. For example a customer care agent that is emotionally intelligent will be calm and collected while addressing a customer who is shouting at them due to frustration. According to Luisser (2013), emotional intelligence has

four components; self-awareness-being conscious of your emotions and how they affect your personal and professional life. Social awareness-relates to the ability to understand others. Self-management- relates to the ability to control disruptive emotions, ours and others. Relationship management-relates to the ability to work well with others, which is dependent on the other EI components. Emotionally unintelligent people react very fast to triggers and they do not care about other people's feelings. They raise their voices in argument and are not concerned about the situation or environment they are in. They make the people around them uncomfortable.

Emotional intelligence is important especially when leaders are dealing with other people in their organization. They need to show emotional intelligence to the three most important stakeholders in their organizations who are the employees, investors and customers (Peter & Doonely, 2015). These groups of people are crucial to the growth of an organization and therefore it is important that the leader shows emotional intelligence. Beyond that however, there are so many people who surround the start-up and they count on the leaders carrying themselves with decorum.

Sociability/sensitivity

Sociable people are those that enjoy having good relationships with others. This people spend a lot of time with other people and they have a lot of friends. Lussier, (2013) says that socialization affects our behaviour and performance. These people are also well liked in their environment. Sensitivity is also related to sociability. Sensitive people are aware that everyone in a group has their own unique needs and they treat them as such. They bring out the best in everyone they come across. They know when to speak and when to be quiet.

The opposite of this is true. Insensitivity is a situation where an individual makes everything centred on them as leaders where decisions they make favour them and build them

up. Their needs in a group will come first then everyone else's. They are not popular with others as they are liked less, and most of the time they are feared especially when they are in a leadership position. However, this could affect the organization positively or negatively as the people in the organization may deliver out of fear of the consequences or they could develop rebellion out of this fear. At the end of the day, insensitivity from the leader comes down to what is more important to them the people or getting a job done.

A leader works in a team and they therefore need the input of everyone in the organization so as to make daily important decisions for the organization, hence this characteristic is crucial in organizational growth. Sensitive leaders understand people as a group and also individuals, what their needs and issues are (Achua & Lussier, 2013). This becomes an important trait for a leader especially one taking up a negotiator leadership role. A business leader needs to understand the needs of the people they work with for them to be successful.

Agreeableness trait makes leaders easier and fun to work with as they treat those they work with respectfully. In a group setting, each person is understood as an individual (Achua & Lussier, 2010) Researchers have no consent as to how much agreeableness is too much. This is because for a leader it's important to draw a line when it comes to how easy-going they are. There is a balance that is needed which helps to make businesses go in the right direction.

With the view of leadership changing today and organizations taking on a more flat structure as opposed to a hierarchical structure, with the emphasis on team work and effective communication, hierarchies in organizations are becoming ineffective as they take endless procedures which delay performance (Huczynski & Buchanan, 2013). Traits of agreeableness seem to be particularly important. This is because organizations are working together now

and employees are looking for employers who they regard as their friend or colleague as opposed to a boss who they can hardly get to (Daft 2011). Agreeable leaders are team players who participate in the employees decisions. Lloyd C. Blankfein, CEO of Goldman Sachs points out that the recent financial crisis, brought to light that today's successful leaders are not the tough guys of the past but those men and women who know how to get people to trust them. Blankfein says communication, teamwork, and driving a sense of collaboration and partnership became crucial leadership skills. Blankfein began sending a daily voicemail to the entire firm, as well as walking around to talk to people, answer questions, seek out opinions, and build confidence among employees (Daft, 2011). Blankfein shows how important sensitivity is in today's organization as organizations move towards being people oriented.

Openness to experience and organizational behaviour

These people tend to be imaginative, broad-minded, and curious and are more strategic, big picture thinkers; they seek new experiences through travel, the arts, and movies, sports, and reading, going to new restaurants, or learning about new cultures. Those lower in openness tend to be more practical, tactical and have narrower interest; they like doing things using tried-and-true ways rather than experimenting with new ways (Hughes, Ginnett & Curphy, 2015). Openness to experience also includes traits of flexibility, intelligence and internal locus of control (Lussier, 2013). People who are readily open to new experiences place a low emphasis on personal economic gain. They tend to choose jobs such as ministry or counselling, which offer diversity of experience rather than high pay (Kail & Cavanaugh, 2016).

Intelligence

Intelligence can be classified into social intelligence and emotional intelligence. Emotional intelligence is the ability to control ones' emotions and reactions towards a certain situation. Social intelligence involves being able to detect the need for leadership in a situation and the ability to respond appropriately (Yukl, 2013). Intelligence can also be defined as a basic life function that enables an organism to adapt to its environment (Shaffer & Kipp, 2007).

Intelligence is crucial for the development and growth of a start-up organization. This is because the leader is able to know what directions are good for the growth of the business and which ones are not. An intelligent leader helps make the right decisions for the organization.

Locus of control

People with a strong internal locus of control orientation called (internals) believe that events in their lives are determined more by their own actions than by chance or uncontrollable forces. (Yukl, 2013). It is on a continuum between external and internal belief in control over one's destiny/performance (Lusier, 2013). "Externals believe that events are determined mostly by chance or fate and they can do little to improve their lives (Yukl, 2013). Internals take more responsibility for their actions and they are future oriented. They are always looking to take their organizations forward. They are confident in their ability to influence people and are more likely to use persuasion rather than coercive or manipulative influence tactics.

Openness to experience affects the way a leader takes an organization forward. This is because they will influence the way in which a leader affects change in the organization. Such leaders are willing to take risks on behalf of their businesses which in turn end up positively affecting it. Leadership is about change rather than stability (Daft, 2011).

Therefore this trait is important to a leader because they are able to embrace change and act on it. Due to the belief that a person controls their own destiny, leaders high in openness to experience trait in a business start-up will work hard so as to ensure that they succeed in what they have started.

Conscientiousness and organizational growth

These concerns those behaviours related to people's approach to work (Hughes, et al 2015). Conscientiousness has different traits such as; dependability, integrity, organized and such people rarely get into trouble. Conscientious people have a few goals and they concentrate on achieving them. Highly conscientious people have a strong drive to make something of their lives. Those low in this trait tend to be negligent, lazy, disorganized, late, aimless and non-persistent (Kail and Cavanaugh, 2016). A person low in this trait also is easily distracted and impulsive.

Integrity

Integrity is the correspondence between word and deed (Pierce & Newstrom, 2011). It is a continuum between being honest and ethical and not (Lussier, 2013). Integrity goes hand in hand with honesty and ethics. People with integrity do not steal cheat or lie. Unless one is perceived to be trustworthy, it is difficult to retain the loyalty of followers or to obtain cooperation and support from peers and superiors. (Yukl, 2013). Ethics is primarily a communal, collective enterprise, not a solitary one it is therefore defined as an attempt to work out the rights and obligations we have and share with others (Ciulla, 2014) Those lacking integrity do not find it hard to lie or steal from clients or bosses. They do not keep their promises and are involved in unethical behaviour.

As a start-up leader, starting an organization without integrity is a dangerous path to take. People do not want to be associated with people who have been known to be low in integrity so do organizations. Running a business therefore without integrity almost guarantees its failure. A start-up needs to liaise with other companies and businesses so as to be able to survive. However, these organizations and businesses would not like to be associated with an organization whose leader is corrupt, leaving the start-up with no partners and eventually forcing it shut down.

Dependability

These are people one can rely on to see to it that a task given to them has been completed. Dependable people are loyal and committed to their colleagues and organization. They take responsibility seriously and they put all their efforts in ensuring they do not disappoint those who are looking up to them.

Those people low on dependability will always be pushed to perform. They have low commitment and tend to have counterproductive behaviour (Lusier, 2013). They will always rush at the last minute to accomplish a task that they were given a while back. Once entrusted with something they always have to be called and reminded about what they are supposed to do. Conscientiousness has been highly associated with leaders. It is a trait agreed upon by researchers as one that is effective. A conscientious leader will work well with other people and will have the trust of clients who in turn help to grow their business.

The leader and organizational growth

With the leader being the driver of the organization, having the vision for the way in which they would like the organization to take shape, as such having the drive within to succeed is very important. Kadalie (2006) says that it is crucial for leaders to be self-aware.

Self-awareness becomes important for a leader so that other people may not impose ideas of the direction they think that the leader should take. According to Kadalie (2006), being self-aware involves the discovery of one's talents, passion, temperament, communication style, and leadership style and personality profile. Once one has discovered their personality profile, then they start the learning process.

The bulk of leading and directing a business lies in the hands of the leader. Leaders should realize this and be willing to take the organization through the growth process. Nickels, McNugh & McNugh (2016) say that the reasons small businesses fail include managerial incompetence and inadequate financial planning. In the entrepreneurship journey, it is crucial for business leaders to learn from their mistakes if they are going to steer their organizations through the growth process.

In the business world some of the traits that have been given to be important for an effective leader are; Dominance, High energy, self-confidence, locus of control, stability, integrity, intelligence, flexibility and sensitivity to others (Lussier & Achua, 2007). These traits are contained in the big five personality traits which will be studied. Looking at personality traits that have been researched on before and tested will give the study more intellectual backing. Some of the characteristics of successful entrepreneurs as given by Barringer & Ireland (2016) are, passion for the business-belief that an idea will transform society, product/customer focus-spotting opportunity and seeing the idea through to completion, Tenacity despite failure-pushing an idea forward despite the setbacks and execution intelligence-the ability to fashion a solid idea into a viable business.

Creating the right business culture can help to caution an organization from the many uncertainties that come with the learning environment (Huczynski & Buchanan, 2013) organizational culture is inclusive of organizational learning. Organizational learning is seen

as a fundamental component of the knowledge creation and sharing process. The difficulties linked with the lack of effective structures for knowledge creation and sharing are often attributed to poor leadership and organizational politics. For leaders to be able to succeed in this dynamic environment, they are challenged to transform their organization into flexible systems capable of continuous learning and greater adoption (Lussier & Achua, 2007).

There are different reasons why people go into entrepreneurship. Barringer & Ireland (2016), give some of the reasons as feeling the need to be ones' own boss, the need to pursue their own ideas and to get financial rewards. However the financial reward aspect is brought about as a combination of the first two needs; being your own boss and pursuing their own needs. The knowledge that a lot of the success of the business lies in the hands of leaders, is the reason that this study would like to look at what is it in the leader that influences decisions they make towards the success of their businesses. Moreover with the look at the Big five personality traits, leaders who interact with this paper can be able to identify which characteristics they should build more on to make the growth process for their start-ups more rewarding.

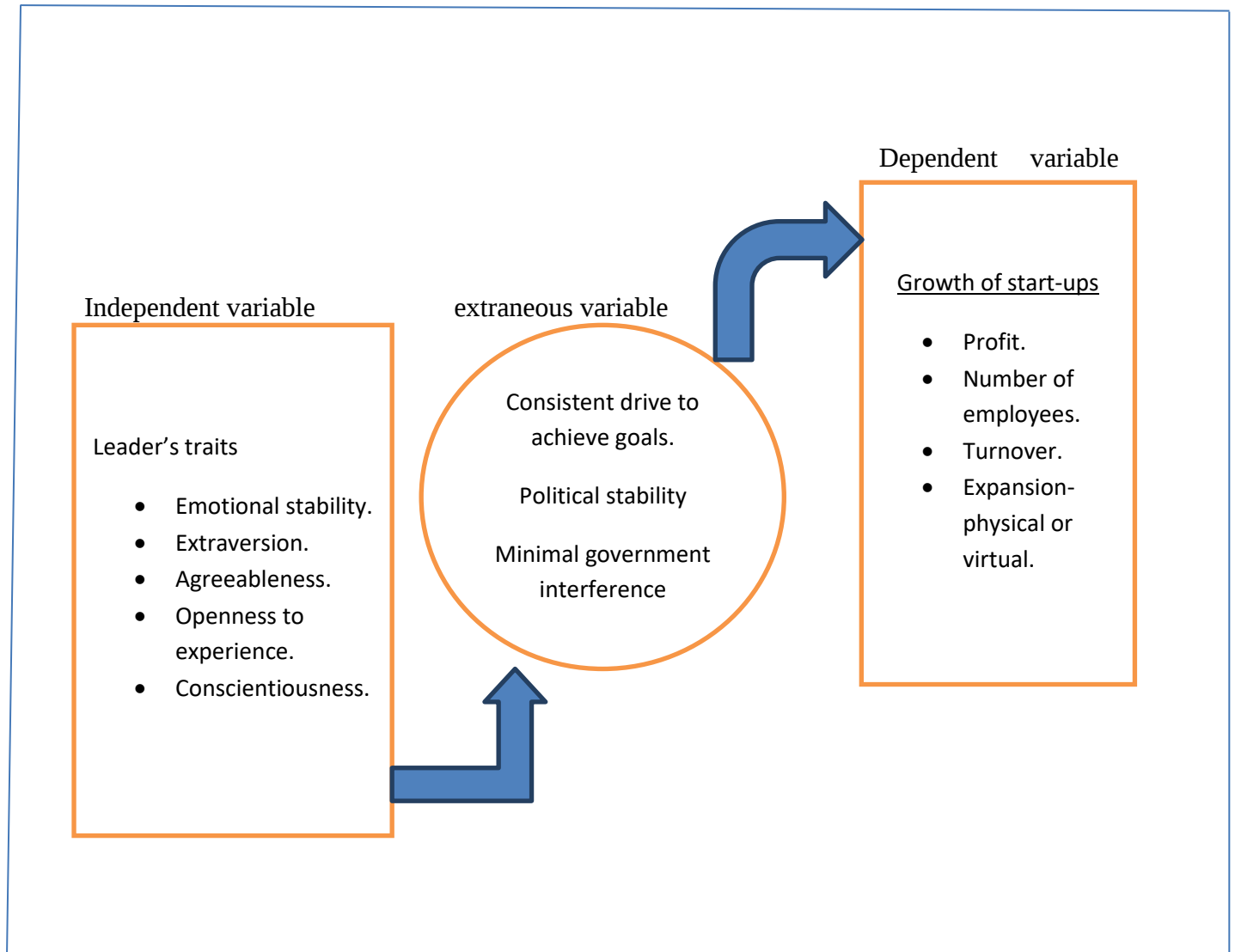


Figure 1: conceptual framework. (Author, 2013)

The framework shows how the different personality traits will affect the growth of a start-up. However for this to directly happen, the leader of the start-up has to have the zeal to continue working on the company. The political environment has to be safe and conducive for the business to thrive. The government should interfere minimally only for reasons of tax and licensing.

Summary

The big five personality traits have both desirable and undesirable qualities. Some of them are stronger when used in business than others. For example agreeableness is not as strong a trait like conscientiousness because the leader has to first look out for the interest of the business then they will factor in other options. Integrity and ethics are also important aspects of conscientiousness. A leader may not possess all of the above traits however knowing that they do not possess them and working towards developing them is the most important thing. Psychologists argue that behaviour can be learnt and making extraversion part of one's behaviour helps to develop a particular trait and in turn they work towards becoming better leaders.

A few studies have carefully examined the connection between the big five and leadership success Daft (2011), reviews a summary of more than 70 years of personality and leadership research. The research found out that four of the big five traits were consistently associated with successful leaders. The researchers discovered considerable evidence that people who score high in dimensions of extraversion, agreeableness, conscientiousness and emotional stability are more successful leaders. Their findings on openness to experience were unclear. The literature review has established how important the founder/leader of the start-up is to the path it is going to take. Understanding the characteristics of the leaders of the start-ups and how these characteristics have influenced the level of growth their businesses have seen with regards to the profit, number of employees, turnover and expansion, will assist in the drawing up of viable conclusions that the study will find. With a look at the personality traits mentioned here the study will carefully look at different business leaders and how each of the traits has helped them grow their businesses.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter deals with the description of methods that were applied in carrying out the research. It covers Research Design, the target population, Sample size, Data collection and analysis techniques. The research instrument to be used is in the Appendix.

Research design

A research design has been defined by Kothari (2004) as the arrangement of conditions for collections and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research took the form of a survey. The study applied a mixed methods design. In the use of mixed methods both the qualitative and quantitative designs are used to conduct research. According to Kabiru & Njenga (2009), qualitative research show how people in an area live and function as a community. Data collected in a qualitative research is presented descriptively. Quantitative research on the other hand is based on the measurement of quantity or amount (Kothari 2004). Applying mixed methods in the study was best as there was information that needed to be captured with the business owners' own words for example the questions on what motivated them to get into entrepreneurship. Hence having both qualitative and quantitative methods in the study gave the study the best outcome.

Population studied

The target population for the study were the start-up businesses in Roysambu ward. Roysambu ward is in Roysambu constituency which is in Nairobi County. The constituency

has a population of 202,284 people according to the 2009 population census (IEBC), Out of which 40,331 are found in Roysambu ward. Roysambu ward was an ideal location for the study as it is an area experiencing growth.

Sample selected

In this study, the unit of observation were the start-ups in Roysambu ward in Nairobi County. A sample size was arrived at by calculating 10% of the total population. Mugenda & Mugenda (2003) say that study 10 percent of the accessible population is enough to sample in a descriptive study. Random sampling was used to determine the number of start-ups to be selected per sub-location. The total population of the sample was 712 business start-ups according to the sub- county office records. $10\% \text{ of } 712 = 71.2$ which led an adjusted sample size of 71 participants. 71 participants were engaged in the study.

Sampling Method

Stratified random sampling was applied. Mugenda & Mugenda (2003) says that in stratified random sampling, subjects are selected in such a way that the existing subgroups in the population are more or less reproduced in the sample. Mugenda & Mugenda, (2003) gives the steps for stratified random sampling as identifying the population, defining the criterion for stratification, list the population according to the defined strata or subgroups, determine the required sample size and appropriate representation in each stratum and lastly select using random numbers, an appropriate number for each stratum. Half the questionnaires were given to garden estate business owners while the other half to those in Roysambu.

Type of data

The type of data collected during the study was primary data. This means that the researcher got first-hand information from the leaders/founders of the different start-ups that were

involved in study. Primary data is data or information that has been collected afresh and for the first time, and thus happen to be original in character (Kothari & Garg, 2014).

Data collection method

The study made use of questionnaires to collect data. The questionnaires were very short and straight to the point as the study did not want to take up a lot of time that the business owners. Questionnaires consists of a number of questions printed or typed in a definite order on a form or set of forms (Kothari & Garg, 2014). They can be sent on social media or they can be administered in person. The questionnaires had both closed-ended and open-ended questions. The questionnaires were printed and administered physically to the business owners in Roysambu ward who were willing to participate in the study.

Instrument Pre-testing

After developing instrument for the study, the researcher should always conduct a pre-test so as to establish how effective the instrument will be (Ruane, 2005). Those involved in the pre-test should be related to the research population however they should not be involved in the actual study. The questionnaires were pre-tested on entrepreneurs that had the same characteristics as of those in the study population that is they were business owners and they had been in business between 1 year and 4 years. The instruments were administered to 3 entrepreneurs, who were randomly selected. These entrepreneurs were known to the researcher. According to Chandaran (2004), a pre-test is a way to know the extent to which a questionnaire communicates, and based on the outcome the researcher is able to adjust the questions to get the information needed for the study. The questionnaires given to the three respondents were analysed and it was found that there were a lot open ended questions that could be turned to closed ended ones yet yield the same results. These questions were changed as this made it easier for the data to be analysed.

Validity of the study

Validity of the study has been explained by Punch (2014), as the extent to which an instrument claims to measure what it is meant to measure. The research instruments were tested on entrepreneurs in Roysambu constituency, who did not take part in the study so as to establish how effective they were to collecting the information needed to make the study a success. Clarifications and corrections were made to the questions in order to get information that addressed that directly addressed the objectives of the study. The use of questionnaires in this study was vital to the study as it the information captured was sufficient.

Reliability of the study

Reliability in simple terms means consistency. This means the stability of measurement over time, and usually expressed in in the question; “if the same instrument were given to the same people, under the same circumstances, but at a different time, to what extent would they get the same scores?” (Punch, 2014).The questionnaires were pre-tested to ensure that they gave information that was reliable, and some changes were made to the questionnaires which ensured that they would give the same results if they were to be used again under the same circumstances.

Data analysis

Data analysis began with editing, coding and tabulation of the data according to the research questions. The data was keyed in and analysed using Statistical Package for Social Sciences (SPSS). Descriptive statistics like mean and standard deviation were used to summarize the findings. The study used a mixed method approach research design which focuses on the use of both quantitative data and qualitative data. Quantitative data consists of views, opinions, feelings, values, norms, aspirations, achievements and problems of a

community group, while quantitative data is numerical and is recorded using percentages means among others (Kabiru & Njenga, 2009). The quantitative data was analysed using SPSS while the qualitative data was analysed using Microsoft excel. The graphs were also extracted from Microsoft excel.

Ethical considerations

The end goal of research is to find out the truth and not necessarily take action as Patton (2015), says. He continues to explain that it is easier to conceal the identity and information given to a researcher, while undertaking a scholarly research. Confidentiality is key. The study involved asking business owners personal questions about their business and personalities and they needed assurance from the researcher that the information they gave would remain confidential. As such before the questionnaires were administered, the participants were notified of the study in form of a letter of introduction from the university and if they are open to being participating in the study, a questionnaire was given to them. The information collected by the study will remain confidential to the study. The study only involved those leaders who were willing and comfortable with sharing information about their businesses. The researcher also got a permit from NACOSTI (National Commission for science technology and innovation), allowing for the collection of data in Roysambu ward for a period of one and a half months. Every source the study used was cited so as to avoid plagiarism.

Summary

The study was able to get the most out of the data using the above methodology. The study was able to adjust the instruments used accordingly on realization that some of the

questions would not give clear results on the objective. This was made possible through instrument pre-testing.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter gives the findings from the study and discussions guided by the topic “influence of An Entrepreneur’s personality traits on the growth of Business Start-ups in Roysambu Ward, Nairobi Kenya. Questionnaires were given to business leaders in Roysambu ward who gave the responses which aided the discussions in this chapter.

Response rate

A total number of 71 questionnaires were given out in Roysambu ward to business owners, where 61 one of this were returned this is an 85% response rate. According to Chandaran (2004), when conducting research, a response rate of over 40% is considered reasonably good when sending out the questionnaires using Email. This response rate increases when administering questionnaires in person as one is able to wait for the respondents to fill the questionnaires, however, the resources used in this case are more. The questionnaires were given out randomly to the respondents. More than half of the target population respondents returned the questionnaires therefore making the returned questionnaires ideal for use in the study.

Demographic statistics

The total number of female respondents was 23 and that of male respondents were 38 totalling to 61.

Table2: The total number of participants

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	38	62.3	62.3	62.3
	Female	23	37.7	37.7	100.0
	Total	61	100.0	100.0	

The study also looked to find out how many of the participants were employed elsewhere with regards to the different gender; male and female.

Table 3: The number of male participants employed elsewhere.

Are you currently employed elsewhere					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	18.4	18.4	18.4
	No	31	81.6	81.6	100.0
	Total	38	100.0	100.0	

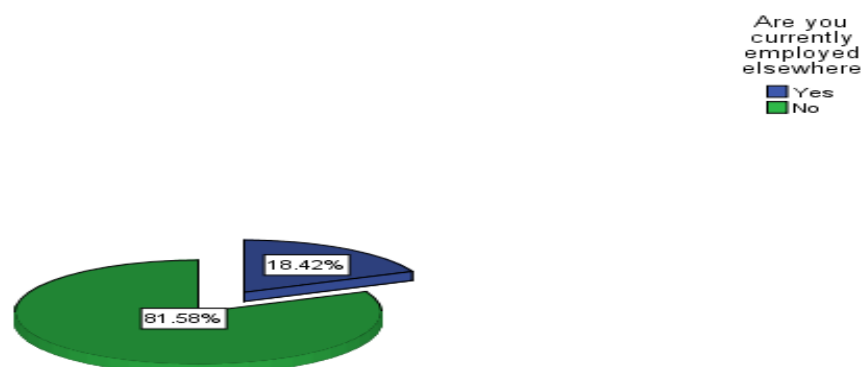


Figure 2: The number of male participants employed elsewhere

From the chart represented by figure2, 18.42% of the male population was employed elsewhere compared to the larger population of 81.58% which was not employed elsewhere. This information was relevant to the study as it was important to know how much time the business owner was putting into the business. The study did appreciate that businesses were

different and the demand for certain goods is not high as opposed to others for example food versus clothing. However it was noted that the pricing of the products enabled the businesses to operate and compete amongst each other.

Table 4: Female participants employed elsewhere.

		Are you currently employed elsewhere			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	30.4	30.4	30.4
	No	16	69.6	69.6	100.0
	Total	23	100.0	100.0	

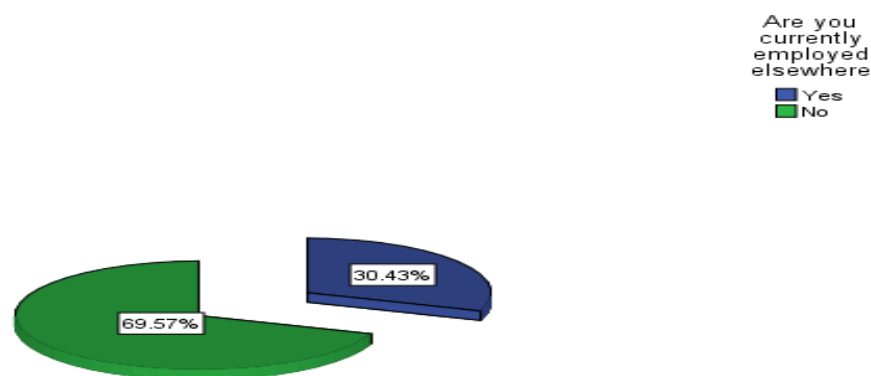


Figure 3: The percentage of business owners who run their business and are employed elsewhere.

Figure 3, shows the percentage of business owners who were had another form of employment. Out of the 61 respondents, the bigger percentage of the business owners at 69.57 percent were working full time on their businesses, while 30.43% had other jobs. This was important information for the study as it informed it on how much time was spent on their businesses.

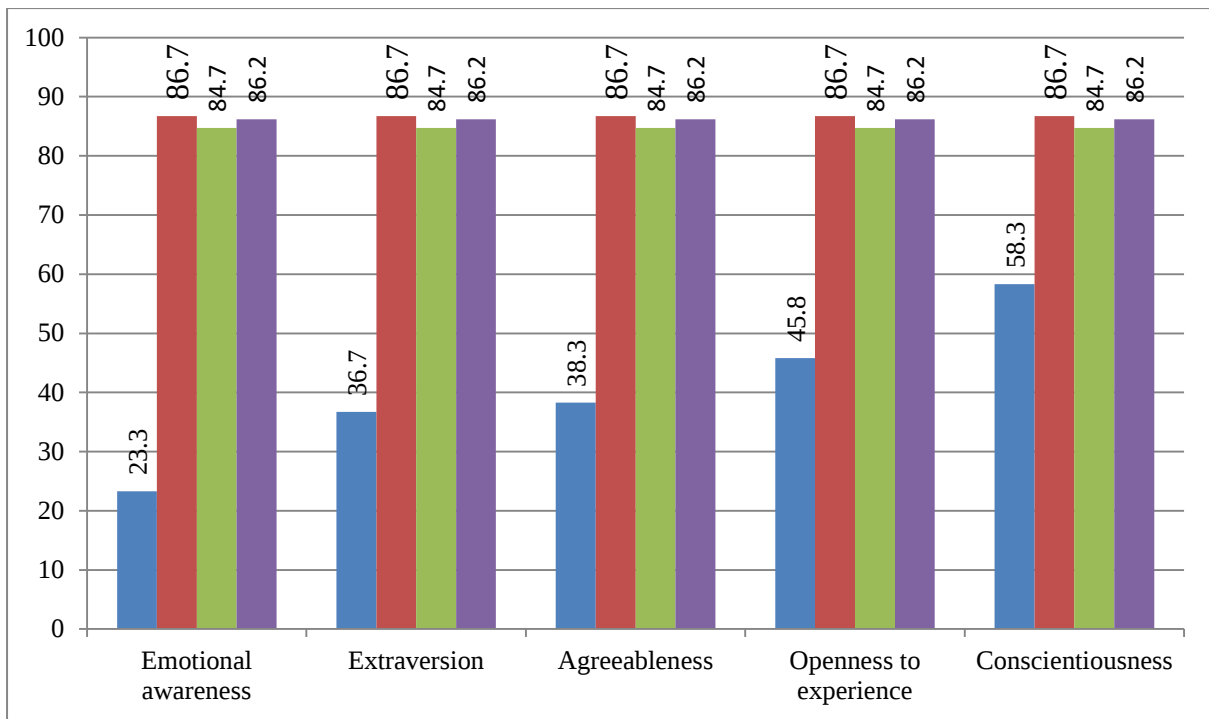
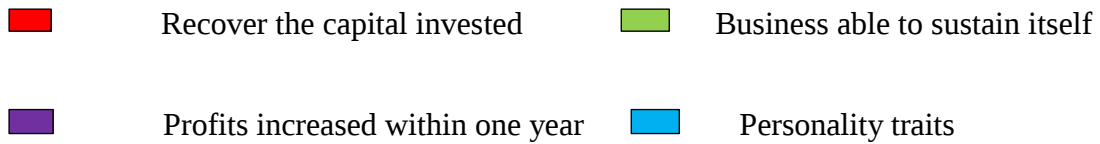


Figure 4: The comparison between different personality traits and business growth indicators



In figure 4, the business indicators based on the three questions being asked in the study which are recovery of the capital invested, sustainability of the business without any capital injections and an increase in profits within the last year, against each personality traits. Conscientiousness personality trait has the highest score against the three questions with 58.3% followed by the openness to experience trait at 45.8 percent. The agreeableness trait comes in third at 38.3 percent while extraversion and emotional awareness follow with scores of 36.7 and 23.3 percent respectively.

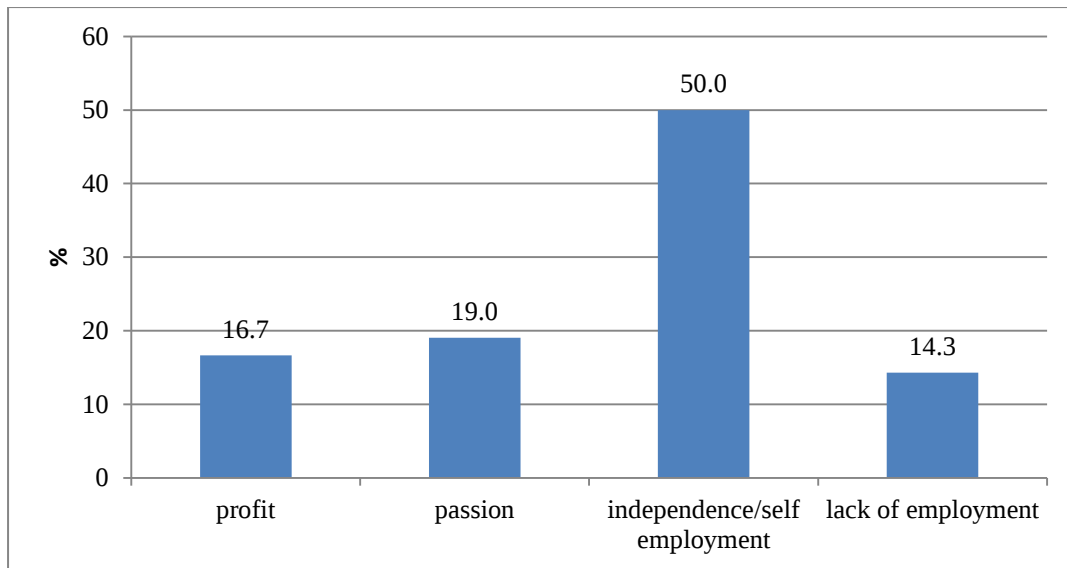


Figure 5: The reasons for venturing into entrepreneurship.

The study also sort to understand why is it that the different business owners sought to venture into entrepreneurship. This was in the form of open ended questions which were analysed using Microsoft excel to bring out the results in figure 5. It was interesting to note that 50% of the respondents started their businesses because of the independence, flexibility, and the aspect of being their own bosses or self-employed. At a distant second was passion at 19% followed by profit at 16.7% then lastly lack of employment at 14.3%.

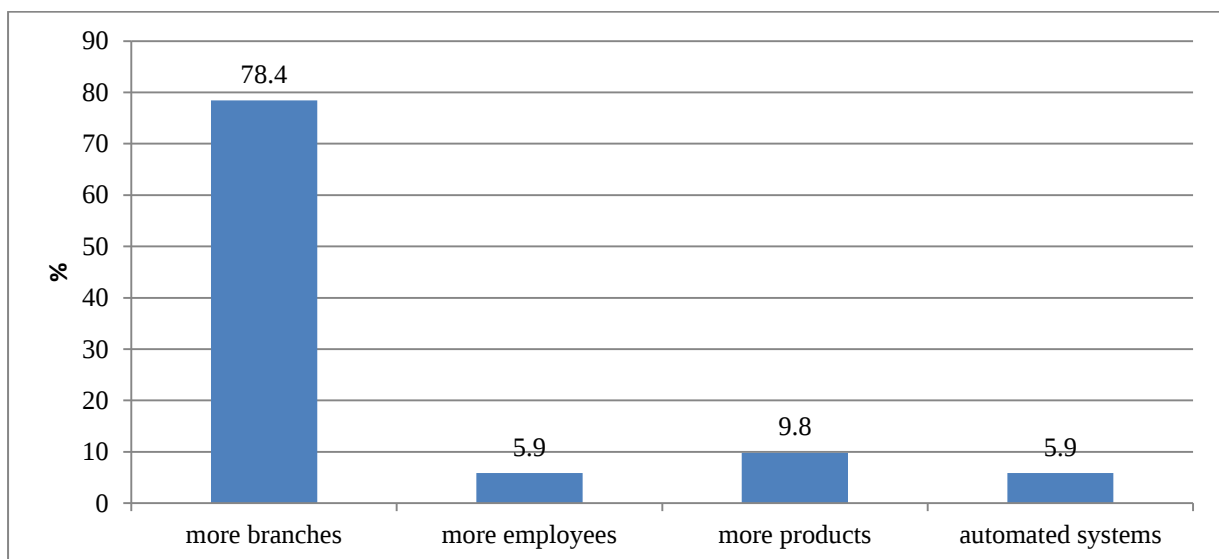


Figure 6: Represents where business owners see their business in 5yrs.

Another important aspect the study sort to understand is the different plans that the business owners had for their businesses. Most of them were looking to expand their businesses either physically or virtually at a score of 78.4% while other reasons given having more products, more employees and automated systems.

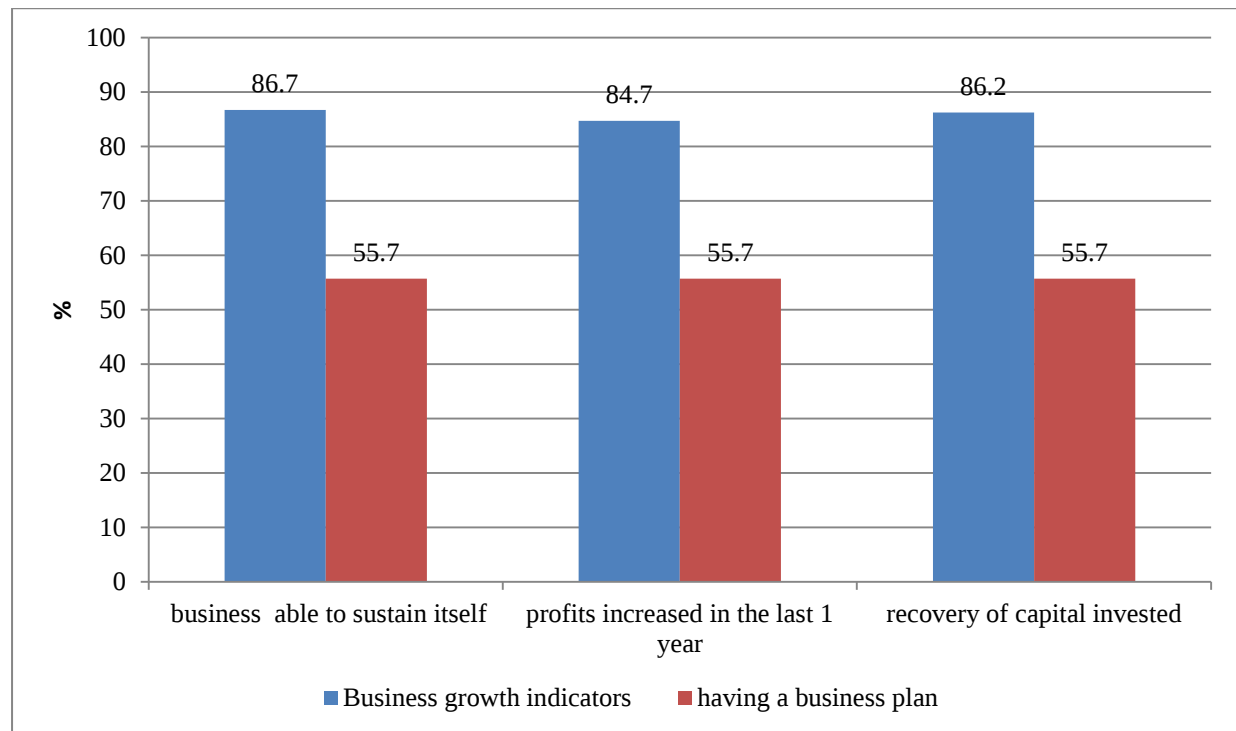


Figure 7: compares if having a business plan had an effect on the growth of the business.

The study appreciated the fact that the process of writing down a business needs a lot of concentration so therefore it was important to know how having a written down business plan affected the growth of the business. The result of the comparison were that having a written down business plan did not affect the growth of the business which in the study was marked by sustainability of the business, increment in profits in the last one year and the recovery of the capital invested.

Interpretation of findings and discussions

From the findings herein, Majority of the participants were Male who were a total of 38. From the male participants, 18.42% were employed elsewhere as shown in figure 1. The total

number of female participants was 23, out of whom 30.43% were employed elsewhere. It was important for the study to know how many business owners had other jobs because this would affect the time they spent at their businesses, meaning their priority changed which in turn affected the growth of the business.

As pointed out earlier in the literature review, researchers did show that certain personality traits were more inclined towards performing better in business and these are conscientiousness and openness to experience. A study by Zhao et al (2009) “the relationship of personality to entrepreneurial intentions and performance”, showed that entrepreneurs are higher on conscientiousness, emotional stability and openness to experience and are lower in agreeableness compared to non-entrepreneurial managers.

Using the three questions analysed these are: have you been able to recover the capital invested in your business, is your business able to sustain itself without capital injections and have you been able to increase your profits in the past one year, the study found that the scores on the three questions were highest amongst those with the openness to experience trait and conscientiousness. Contrary to the study mentioned by Zhao, et al (2009), Agreeableness trait came in third and emotional stability/awareness came in last. The score on the agreeableness trait could be attributed to the adoption of a more flat organization which requires employers and employees work together. In the literature review section, Daft, (2011) states “traits of agreeableness seem to be particularly important for leaders in today’s collaborative organizations”. The agreeableness of a leader is also dependent on what their priorities are in a business, is it the people or getting work done; which affects their sensitivity towards those around them.

The people who possess the openness to experience trait believe that they control their own destiny. Some of the key characteristics of the trait are intelligence-which plays a role in

determining the decisions that the organization is going to take and locus of control-which is the belief that one controls their own destiny. Businesses with leaders with the said trait will always look for opportunities to grow the business as they believe that the outcome of their business will be dependent on their effort. A study by Rauch & Frese (2007), “let’s put the person back into entrepreneurship research” shows how important it is for an entrepreneur to have an internal locus of control as owners must believe that their own actions determine the rewards they obtain. Having an internal locus of control defines whether an individual will place the primary responsibility within the self or on outside forces Daft, 2011).

Conscientiousness trait which scored the highest in the overall study did show that the business leaders of establishments who possess the traits had businesses which were doing better. The most notable characteristics in the trait are integrity-which is a correspondence between word and deed (Pierce & Newstrom, 2011). The other trait is dependability-these people can be relied upon to deliver what they promised they would do. According to Daft, (2011), “many entrepreneurs show a high level of conscientiousness”; which explains the high score of the businesses doing well in this study.

Emotional stability trait came in last in the study score, based on the three main questions posed to entrepreneurs. Emotional stability is concerned with how people react to stress, change, failure, or personal criticism. The main characteristics in this trait are self-esteem/self-confidence-accurate awareness of our strengths and weaknesses and impulsiveness-the control of thoughts and emotions (Monahan & Steadman, 1994). The business owners, who showed that they were not emotionally stable, scored the lowest in the study had businesses that were performing the worst in this study.

Agreeableness trait came in third. Agreeableness trait is marked by people who are able to get along easily with others. The main characteristics of the trait are emotional

intelligence-the ability to control reactions to a certain situation and sociability/sensitivity-the ability to enjoy having good relations with others. Agreeable people in the study had businesses which were performing averagely. This could be as a result of the change in how organizations are run with an emphasis on having more flat organizations as opposed to hierarchical ones.

Lastly the trait with the second last score was extraversion at 36.3% in the study with regards to the three main questions posed is extraversion. This is a trait highly likened to people who like to be around others as they gain energy from them. Its two main characteristics are assertiveness-people who find it easy to speak their mind and decisiveness-being able to make decisions without having all the facts on the table. In formal employment such people will get ahead in life however, in a business setting, there needs to be closer attention paid to details which is not a strength for extraverts. In the literature review, extraverts were seen to make better situational leaders more than long-term leaders. In the study their businesses did not seem to perform very well, which could be a result of the fact that they paid little attention to detail.

The study also found out that most business owners got into entrepreneurship due to the need to be self-employed, fifty percent of the business owners liked being self-employed because they could control their own time which made them able to do so much in one day. This character of needing to control ones time and being self-employed can be attributed to personality traits of conscientiousness and openness to experience which got the highest scores in the study as shown in figure 3. Most business leaders were not comfortable with where their businesses were and they were looking forward to expand country wide and others regionally.

When asked what the motivation behind being in business everyday was, the business owners at a 31.4 percentage said it was because of profits. Although they did not start the businesses under the primary motive to make money, most of them kept going because of the good returns it brought. They were also interested in growing themselves and their strengths which is another factor they found important in growing their businesses.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of findings

The study found that personality traits did play a significant role in business growth with conscientiousness and openness to experience traits having the highest scores with regard to business growth. Agreeableness trait came in third which was attributed to the fact that organizations are taking a more flat approach to management because of the emphasis on working together and team building for the growth of the organization. Conscientiousness trait is the only one that scored above 50 percent at 58.3 percent while the others scored below fifty percent.

The study found that conscientiousness trait which has characteristics of integrity and dependability as a trait worth adopting for entrepreneurs. Dependability will ensure that customers keep coming back to your business as they can rely on you. Integrity helps the business thrive and the government as well as customers know they can depend on you.

Openness to experience is another character trait which scored highly. Some of the characteristics of this trait are intelligence and conscientiousness. Intelligence in business is important as an entrepreneur is able to survive in the business environment and they are able to know what opportunities to take. Locus of control is really an important trait as an entrepreneur believes that they control their own destiny and the more they work hard the more the chances they have of succeeding.

The study found it interesting that the agreeableness trait came in third in the score contrary to the literature review showing it was the least likely personality trait for an entrepreneur to possess. However this could be attributed to the key role team work is playing

in the today's organization where the emphasis is more on leadership than management and everyone is being empowered to make decisions.

The research questions asked in the study were;

- iv) How does emotional stability trait influence the growth of business start-ups in Roysambu ward?
- v) What influence does the agreeableness trait and conscientiousness have on the growth of business start-ups in Roysambu ward?
- vi) Does the openness to experience character trait and extraversion trait affect the growth of business start-ups in Roysambu ward?

The study did manage to answer the questions by showing that conscientiousness trait and openness to experience traits strongly influenced the growth of the businesses whose leaders participated in the study. Moreover the study did develop new information showing that agreeableness trait was becoming an important character trait in the businesses as the need to work well with other people was important.

Implications of the study

The study was able to show that indeed that the entrepreneur's personality traits did affect the growth of business start-ups. This is because the best performing businesses in relations to capital recovery, operations without capital injections and increase in profit had business leaders who strongly agreed that they were conscientious followed by those strongly agreeing with openness to experience traits. Similar to studies that have been carried out all over the world on the two traits being positively related to businesses, that became clear in the study. However the study did find that the people who scored highly in the agreeableness trait were also doing well in business. This could be as a result of the emphasis on team work where organizations are taking up a more team oriented approach to development as opposes

to a hierarchical one; this is referred to as flat organizations by (Huchzynski & Buchanan, 2009). It is not possible for one to change their primary personality as a leader; however, there are certain traits a leader can be able to borrow from other traits so that they can use to grow their businesses. For example people stronger in the agreeableness trait, can pick up characteristics from the openness to experience trait to use to their advantage in business. It is not necessarily about how one found themselves in the business but it is more of what one can learn from others who are in business, to make it work for them. Books on leadership for example Kadalie (2006) does emphasize on the importance of knowing what personality trait they possess so that they can learn how to work with others. This study is therefore important for any leader especially the ones in business because they will be able to know which characteristics they need to work on so that they can thrive in a business environment.

Recommendations for future studies

The study recommends that business leaders take time to learn their personality traits so that they can know their strengths and weaknesses. Moreover it is important for them to adopt characteristics such as integrity, dependability, intelligence and internal locus of control all of which are contained in the conscientiousness and openness to experience traits. Adopting the characteristics will see to it that their businesses are a better position of achieving growth.

There also needs to be research on agreeableness trait and its implication on business leaders so as to try and see its upcoming role in organizations today where red tape is being phased out and the emphasis on team work is becoming stronger.

Future studies on the same need to appreciate the bulk in studying business personality traits especially in comparison to businesses therefore it would be advisable to look at working with fewer businesses and one personality trait at a time. Time should be an aspect to consider in performing this study as more time is needed to understand each

business leader and how they do what they do. The scope of the study should be narrow as well while appreciating what social scientists have said about business. Future studies should take time and focus on individual characteristics of the different personality traits to enhance their understanding in comparison to the subjects of study.

Conclusion

The study was able to show that openness to experience and conscientious traits affected how a business would grow. More research on the area in Africa is needed so as to understand the uniqueness of doing business in Africa as in other continents and if in deed there is any effect on the growth of the same as directly related to an individual's personality trait. The study also showed that the more detailed a personality trait so will they tend to give time to writing a business plan for example, and measure it against the growth of their businesses. The topic of the study was "influence of an entrepreneur's personality traits on the growth of business start-ups in Roysambu ward, Nairobi Kenya". The study was looking at the big five personality traits and it came to the conclusion that in deed personality affects the growth of businesses as the key driver of growth in an organization is its leader who in turn is influenced by who they; are which is their personality. It did conclude that conscientiousness and openness to experience traits were most important for an entrepreneur. The agreeableness trait which studies showed as among the least likely traits to feature as affecting business growth did fairly well. The area of personality studies is important for leadership studies because a leader is the focal point of any establishment and learning their personalities and those of the people around them will ensure they perform their duties to the best of their abilities.

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APPENDIX

Questionnaire

I am Elizabeth Kungu a student at Pan Africa Christian University and I am conducting research as part of my school work for my master's degree under the topic: “influence of an entrepreneur's personality traits on the growth of business start-ups in Roysambu ward, Nairobi, Kenya”. I will appreciate your help in filling in this questionnaire so as to gather information on the topic. Kindly note that any information given will be treated with the highest confidentiality and it will be used for the purposes of this research only. Thank you.

1. Gender. (Tick where appropriate).

☐ Male

☐ Female

2. Age. (Tick where appropriate).

☐ 18-25

☐ 26-36

☐ 37-47

☐ 48 and above

Section B.

In this section Please rate yourself against each of the statement, Where 1 is the highest and 5 is the lowest.

Select 1 -if you strongly agree with the statement.

Select 2 – if you agree with the statement.

Select 3 – if you are Neutral.

Select 4- if you disagree with the statement.

Select 5- if you strongly disagree with the statement.

3. (Please tick the most appropriate choice for you.) **Select 1** -if you strongly agree with the statement. **Select 2** – if you agree with the statement. **Select 3** – if you are Neutral. **Select 4**- if you disagree with the statement. **Select 5**- if you strongly disagree with the statement

- I easily thrive in new environments.

1	2	3	4	5
---	---	---	---	---

- I react positively to the criticism by other people.

1	2	3	4	5
---	---	---	---	---

- I accept and move on from a failed situation easily.

1	2	3	4	5
---	---	---	---	---

- I regard myself very highly.

1	2	3	4	5
---	---	---	---	---

- I am very impulsive.

1	2	3	4	5
---	---	---	---	---

4. (Please tick the most appropriate choice for you.) Select 1 -if you strongly agree with the statement. **Select 2** – if you agree with the statement. **Select 3** – if you are Neutral. **Select 4**- if you disagree with the statement. **Select 5**- if you strongly disagree with the statement.

- I gain energy from being around people.

1	2	3	4	5
---	---	---	---	---

- I find it easy to tell someone they have offended me.

1	2	3	4	5
---	---	---	---	---

- I take criticism positively.

1	2	3	4	5
---	---	---	---	---

- I use failure as a lesson for the future.

1	2	3	4	5
---	---	---	---	---

- Situations make me easily anxious.

1	2	3	4	5
---	---	---	---	---

- I find it easy to make decisions.

1	2	3	4	5
---	---	---	---	---

- I consider myself assertive.

1	2	3	4	5
---	---	---	---	---

4. (Please tick the most appropriate choice for you.) **Select 1** -if you strongly agree with the statement. **Select 2** – if you agree with the statement. **Select 3** – if you are Neutral. **Select 4**- if you disagree with the statement. **Select 5**- if you strongly disagree with the statement.

- I put other people's needs before mine.

1	2	3	4	5
---	---	---	---	---

- When someone makes me angry I say the first thing that comes to mind.

1	2	3	4	5
---	---	---	---	---

- I get along easily with other people.

1	2	3	4	5
---	---	---	---	---

- I am optimistic.

1	2	3	4	5
---	---	---	---	---

- I help my employees with their work.

1	2	3	4	5
---	---	---	---	---

- The people I work with approach me for advice even on personal matters.

1	2	3	4	5
---	---	---	---	---

- I am always aware of my environment.

1	2	3	4	5
---	---	---	---	---

5. **(Please tick the most appropriate choice for you.)** **Select 1** -if you strongly agree with the statement. **Select 2** – if you agree with the statement. **Select 3** – if you are Neutral. **Select 4**- if you disagree with the statement. **Select 5**- if you strongly disagree with the statement.

- I prefer using the same methods to solve problems.

1	2	3	4	5
---	---	---	---	---

- I concentrate on the future for my organization.

1	2	3	4	5
---	---	---	---	---

- I seek new experiences through travel.

1	2	3	4	5
---	---	---	---	---

- I consider being up to date with the latest products in the market very important.

1	2	3	4	5
---	---	---	---	---

- I think of the practicability of something before undertaking it.

1	2	3	4	5
---	---	---	---	---

- I believe that I control my own Destiny.

1	2	3	4	5
---	---	---	---	---

- I find it easy to perform different tasks.

1	2	3	4	5
---	---	---	---	---

6. **(Please tick the most appropriate choice for you.) Select 1** -if you strongly agree with the statement. **Select 2** – if you agree with the statement. **Select 3** – if you are Neutral. **Select 4**- if you disagree with the statement. **Select 5**- if you strongly disagree with the statement.

- I work best in a team.

1	2	3	4	5
---	---	---	---	---

- When I start a task, I see to it that it is complete.

1	2	3	4	5
---	---	---	---	---

- I am dependable.

1	2	3	4	5
---	---	---	---	---

- I have big dreams and plans for my life.

1	2	3	4	5
---	---	---	---	---

- I struggle to keep time.

1	2	3	4	5
---	---	---	---	---

- When a new project presents itself I work on the more exciting project and leave the other one halfway.

1	2	3	4	5
---	---	---	---	---

Section c

1. Was entrepreneurship encouraged in your family growing up? (Kindly Tick where appropriate)

☐ Yes. ☐ No

If yes, explain how this was encouraged in your family.....

.....

..... if no, explain how this discouraged in
your
family.....
.....
.....

2. What industry is your start-up in? (Kindly tick where appropriate).

☐ Service/tertiary.

☐ Goods

☐ manufacturing

☐ Lifestyle

☐ Other. If other please specifies which one.....

3. Are you currently employed elsewhere? (**Kindly tick where appropriate.**)

☐ Yes

☐ No

4. What made you decide to venture into entrepreneurship?

.....
.....
.....

5. How long have you been running your business for? (Kindly **tick where appropriate.**)

☐ 1-2yrs

☐ 2.5- 3.5yrs

☐ 4-5yrs

☐ 5.5-6years.

6. Do you have a written down business plan for your organization? (**Kindly Tick where appropriate).**

☐ Yes

☐ No.

7. Do you have employees on a monthly salary? (**Kindly Tick where appropriate).**

☐ Yes ☐ No.

If yes, has the number of employees increased in the last one year?

☐ Yes ☐ No.

8. How many branches do you have of your start-up both online and physical?

☐ 1. ☐ 2-3 ☐ 4-5 ☐ 6-7 ☐ 7 and above.

9. Have you been able to recover the capital you invested in your company?

Yes ☐ No ☐

If yes how long did it take you to break even?

☐ Less than 1 year. ☐ 1-2years. ☐ 3-4years ☐ 5-6years

10. Is your business able to sustain itself without any capital injections?

☐ Yes ☐ No

11. Have you increased your profits within the last 1 year?

☐ Yes ☐ No.

12. Where do you see your business in the next 5years?

.....
.....

13. What motivates you to keep growing your business?

.....

.....

.....

Thank you for your time.

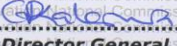
APPENDIX II

THIS IS TO CERTIFY THAT:
MISS. ELIZABETH NYAKIO KUNGU
of PAN AFRICA CHRISTIAN UNIVERSITY,
0-200 Nairobi, has been permitted to
conduct research in Nairobi County
on the topic: INFLUENCE OF AN
ENTREPRENEUR'S PERSONALITY TRAITS
ON THE GROWTH OF BUSINESS
START-UPS IN ROYSAMBU WARD,
NAIROBI KENYA.
for the period ending:
28th July, 2018

Permit No : NACOSTI/P/17/31017/18167
Date Of Issue : 31st July, 2017
Fee Received :Ksh 1000

Applicant's Signature

Director General
National Commission for Science,
Technology & Innovation



APPENDIX III

8th June 2017



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TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: ELIZABETH NYAKIO KUNGU REG. NO. MAL/0817/15

Greetings! This is an introduction letter for the above named person a final year student in Pan Africa Christian University (PAC University), pursuing Master of Arts in Leadership.

She is at the final stage of the programme and she is preparing to collect data to enable her finalise on her thesis. The thesis title is "Influence of An Entrepreneur's Personality Traits on The Growth of Business Start- Ups In Roysambu Ward, Nairobi Kenya.

We therefore kindly request that you allow her conduct research at your organization

Warm Regards,

Dr. Lilian Mndiro
Registrar Academics

PAN AFRICA CHRISTIAN UNIVERSITY
P.O. Box 56875, NAIROBI - 00200.
TEL: 2541800 / 8561045 / 2018145

Where Leaders are made

APPENDIX IV



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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When replying please quote

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P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/31017/18167**

Date: **31st July, 2017**

Elizabeth Nyakio Kungu
Pan Africa Christian University
P.O. Box 56875-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of an entrepreneur's personality traits on the growth of business start-ups in Roysambu Ward, Nairobi Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **28th July, 2018**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified